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THE MONTHLY MAGAZINE OF THE NATIONAL RESTAURANT ASSOCIATION VOL. 11 NO. 6 JUNE/JULY 1991

USA

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108 DTR

The Industry Celebrates A Brighter Future

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10/9–11 Atlanta, GA

Multiunit Architects, Engineers and Construction Officers (MAECO)
10/9–11 Atlanta, GA

Management Information Systems
10/15–18 Atlanta, GA

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10/16–19 San Diego, CA

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10/23–24 Denver, CO

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10/23–25 St. Louis, MO

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7/23	Houston, TX	8/5	New Orleans, LA	8/10	Los Angeles, CA

SEMINARS

SERVSAFE/Applied Foodservice Sanitation	7/15–17 Chicago, IL	9/30–10/2 Chicago, IL

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RESTAURANTS USA

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PRESIDENT'S REPORT

John R. Farquharson, president
ARASERVE, Philadelphia, PA

Upbeat atmosphere at the Show

This is my first report to you as president of the National Restaurant Association. I look forward to working with all of you to make our industry stronger than ever in the coming year. Our association is one of the most influential trade organizations in America today, and my hope is that we will build on that strength.

I had the opportunity to meet many of you at the 72nd annual National Restaurant Association Show in Chicago in May. This year's Show featured acres of new food products, equipment innovations and service strategies. The optimistic attitudes of attendees and exhibitors left the impression that the problems created by the fluctuating economy are not insurmountable and that the future looks bright for the industry.

If you were not able to join us at the Show this year, mark your calendar for next May so you won't miss the foodservice industry's most important event.

Congressional Visit Program

Twelve members of Congress attended the Show this year, including Sen. Strom Thurmond (R-SC), Sen. Connie Mack (R-FL) and Sen. Dan Coats (R-IN). We welcomed the chance to introduce these members of Congress to our industry and to speak to them about several issues of importance to the membership.

Association champions the environment

Many issues concerning protecting the environment were raised at this year's Show, particularly with regard to operations and marketing. We encourage operators to continue to act as leaders on environmental issues, especially at the community level. In the back of this issue of ***Restaurants USA*** you will find a pullout place mat that can be reproduced for your restaurant's use in sharing an ecological message.

Labor and tax issues

The Civil Rights Act of 1991 passed in the House with 272 votes, falling short of the 290 votes needed to override an expected veto by President Bush. As currently worded, the bill would put more of the burden of proof onto employers when countering charges of unintentional discrimination and would permit juries to award unlimited compensatory damages to victims of intentional discrimination.

The legislation has now passed on to the Senate where members of both parties are discussing a compromise. A vote is expected fairly soon on the issue.

Two bills regarding health coverage have been introduced in the Senate, one by Sen. Jay Rockefeller (D-WV) and the other by Sen. George Mitchell (D-ME) and Sen. Ted Kennedy (D-MA). Both bills leave the current system of employer-provided insurance unchanged but ask for a tax on businesses that do not provide insurance for their employees. These "play or pay" bills will begin what is likely to be a heated debate on the issue of health care during the 1991-92 session. The association opposes these bills; businesses alone cannot foot the bill for correcting the problems of our health-care system.

Working with state restaurant associations, we have more than doubled the number of sponsors we had at

this time last year for the repeal of the FICA tax on tips. We have already garnered 155 sponsors in the House and 22 in the Senate. There is a lot of momentum at the grassroots level as we seek to gain even more sponsors.

To help repeal this unfair tax, call or write your representatives in Congress and attend meetings in your state where your representative will be speaking and raise this issue. If you know that your member has already signed on as a sponsor, send him or her a thank-you letter.

Gearing up for the Public Affairs Conference

This year's Public Affairs Conference will be held September 23–25 in Washington DC. The conference gives restaurateurs a chance to come to Capitol Hill and learn about the legislative process. It also gives you the opportunity to meet with members of Congress both in their offices and in the more informal, social atmosphere of the *Chef d'oeuvre* reception held on Capitol Hill.

This year, conference attendees from each state are being encouraged to take their members of Congress out to dinner, where they can further discuss the important issues that will affect the industry.

For more information about the Public Affairs Conference, call Diane Dorman in the association's Government Affairs Department at (800) 424-5156 or (202) 331-5900.

Foundation rolls out FMP

Foodservice managers now have the chance to earn credentials that symbolize their outstanding achievement in the industry. The Foodservice Management Professional (FMP) Certification, offered by the Foundation, can be earned by foodservice professionals who display necessary foodservice knowledge. During the Show, nearly 150 industry leaders became the first certified FMPs after taking the certification exam. For the dates and locations of upcoming exams and more information on the certification program, contact the Certification Department of the Educational Foundation at (800) 765-2122.

The Foundation also introduced the "Servsafe Responsible Alcohol Service Program" at the Show in Chicago. This program trains managers to design and enforce an alcohol policy for their operations. The program also shows managers how to train their servers to recognize inebriation and how to intervene effectively. For more information, contact the Foundation at (800) 765-2122.

We welcome the 202 new members who joined the association in May and June. Your active participation in association programs will strengthen your operation while strengthening the association in its dealings with the federal government, the media and the public.

Sincerely,

John Farquharson

John R. Farquharson
President and Chairman of the Board

COVER STORY: THE 1991 SHOW

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CHRIE video welcomes in the future

A music video aimed at young people is the centerpiece of a new campaign to alert students to opportunities in the foodservice and hospitality industry.

Produced by the Council on Hotel, Restaurant and Institutional Education (CHRIE), the "Welcome in the Future" video reaches middle-school and high-school students through a familiar medium. "Today's teenagers have grown up as part of the 'MTV generation,' " says Doug Adair, executive vice president of CHRIE. "A music video is an effective way to reach this target market. This format also allows us to emphasize the fun aspects of working in the industry—a strong selling point for teenagers."

The video entertains as well as educates. Between takes of singing and dancing, performers discuss the hospitality and tourism industry, responding to questions regarding entry-level opportunities, education and parental qualms about the industry. The video can also be customized to contain information about a particular school, company or association.

To purchase the "Welcome in the Future" video or for more information, contact Debbie Peckerol in the CHRIE office at (202) 331-5990.

CHRIE's new hospitality careers campaign targets youngsters through a familiar medium: the music video.

Great Menu ideas available

It has been said that the menu is the "soul of a restaurant." The menu reflects and markets the most definitive part of the restaurant—the food itself.

Restaurateurs interested in menu development and design, operators wishing to re-create the offerings and prices of the 1960s, and those seeking menus

(Continued on next page)

It takes more than red peppers

Ever since chefs Paul Prudhomme and Justin Wilson made Cajun food a trend, many have claimed roots in the bayous of Louisiana—and that goes for food products as well as chefs.

The state of Louisiana fears that the increasing number of fake Cajun food products is having a negative economic impact on legitimate Louisiana companies, and they've decided to do something about it.

The Louisiana Legislature has adopted a registered logo to certify true Louisiana Cajun food products.

"In the 1980s the number of Louisiana food manufacturing companies grew from 100 to more than 300," says Louisiana Commissioner of Agriculture and Forestry Bob Odom. "This was a direct result of the Cajun food craze sweeping the nation."

Odom and his staff found that many imitators selling so-called Cajun products knew so little about the true taste of Cajun food that their products consisted of little more than red peppers. Louisiana Cajun manufacturers worry that poor imitations could hurt the public's perception of Cajun food.

"The heart of Cajun cooking is spices, not red peppers," says Odom. "Food manufacturing for sales outside of Louisiana has become a major part of our economy. We are going to do whatever is necessary to protect that industry."

Since the logo was introduced at the end of March, more than 100 Louisiana companies have applied to the department for permission to have the logo affixed to their labels.

Dining service sponsors "Day of Giving"

More than 4,000 homeless persons enjoyed a recent spring picnic on Capitol Hill, dining on homemade, traditional picnic fare prepared by the University of Maryland Department of Dining Services. The Dining Services volunteers joined with a coalition of 60 university student groups and student volunteers from other area colleges to provide the "Day of Giving" picnic for the homeless.

To help fund the "Day of Giving," students at the University of Maryland donated points from their meal plans and cash to purchase food and clothes to be given to the homeless persons at the picnic. The dining services staff prepared a meal that included fried chicken, ham, baked beans, cole slaw, potato salad, rolls, fruit juice and fresh fruit.

The attendees got a chance to enjoy not only the elaborate spread, but also music, guest speakers and an "open mike" session that allowed active participation in the entertainment.

In the last three years, the University of Maryland Department of Dining Services has prepared more than 14,000 meals for homeless people and has donated surplus food to provide an additional 5,000 meals.

with lighter fare and nutritional information will want to know more about the National Restaurant Association's menu collection. Over the past year, the Information Service and Library (ISAL) has been cataloging the menu collection using computer software.

The menus are searchable by 15 characteristics, including restaurant name, date, location, type of cuisine, daypart, specific foods and nutritional information. Therefore, a quick computer scan will tell, for example, if any menus feature shrimp scampi on a dinner menu in Tennessee or will find a menu to derive the price of tuna sandwiches in the 1970s.

The collection, which now numbers nearly 4,000 menus, expands annually as a result of the association's Great Menu Contest. Though some date back to the 1930s and 1940s, the majority are from the past 12 years. The collection also features menus from foodservice operations such as museums, hospitals and other institutions, banquet and catering, clubs and shipboard.

The menu collection is housed in a special room in the library and may be reviewed and used by association members. The ISAL also welcomes donations of old menus. For more information, call (800) 424-5156 or (202) 331-5960.

New officers and directors voted in

John R. Farquharson, president of ARASERVE, a division of ARA Services, Inc., in Philadelphia, was elected chairman of the board and president of the National Restaurant Association at the association's recent board meeting and convention in Chicago.

Elected to the one-year term as association vice president was Richard E. Marriott, vice chairman of the board of directors of the Marriott Corporation in Washington DC. The 1991–1992 treasurer of the association is Stephen E. Elmont, president of Creative Gourmets, Ltd., of Boston.

Also during the May convention, the following were elected to serve three-year terms on the association's board of directors: Giovanni Coratolo, Port of Italy, Temple Hills, Maryland; Don Curley, Franco's, Columbus, Ohio; Denise Marie Fugo, Sammy's, Cleveland, Ohio; Gary Gerard, Red Geranium Enterprises, New Harmony, Indiana; Edward Grace III, Phelps Grace Co., Inc., East Providence, Rhode Island; Richard Kubach, Jr., Melrose Diner, Philadelphia, Pennsylvania; Xavier Teixido, Columbus Inn, Wilmington, Delaware; and Ruben Villavicencio, R&M Food Services, Brea, California.

In addition, other business was discussed and resolved at the May board meeting and convention.

The **Membership** committee approved renewal of six dual-membership contracts with state associations in Alabama, Montana, Nebraska, Nevada, Ohio and Utah. A new contract was approved for the Delaware Restaurant Association.

The **State Relations** committee approved the development of a contest between state associations to encourage grassroots meetings with members of Congress. Points will be earned for each meeting held; contest winners will be awarded airfare and registration to the 1992 Monterey Wine Festival.

The **Technical Services** committee will invite an FDA official to its fall meeting in Washington to discuss Unicode and recent changes in shell-handling regulations.

The **75th Anniversary** task force, charged with planning a celebration for the association's diamond anniversary, determined that a special logo will be developed, press releases on the industry's history will be issued, and the 75th anniversary theme will be adopted for the 1994 convention.

John Farquharson, left, 1991–92 association president, announced the names of his new committee chairmen at the Board meeting preceding the Show. He is pictured here with outgoing president Michael Hurst, center, and Show chairman Joe Fassler, right. Fassler, who presided over this year's successful Show, has agreed to serve as chairman of the Convention Committee for another year.

FEEDBACK

Student salutes forum

Editor's note: The following letter is from a student from Widener University in Chester, Pennsylvania, who participated in the Educational Foundation's Salute to Excellence events held in May in Chicago. This year's events included a banquet and education forums to honor and help guide some of the nation's top foodservice/hospitality students. The student forum was hosted by outgoing association president Michael Hurst.

Dear Mr. Hurst:
The Salute to Excellence Student Forum and Banquet was an experience that I will never forget. I don't remember ever feeling so honored before. Seeing and speaking to all of the industry leaders who were present was really wonderful.

Many times throughout my college career, I wondered if all of the hard work and dedication was really worth it. After this experience, I am glad that I never gave up or settled for second best. I now know that there is a lot of support out there and a whole lot more to be accomplished.

Thank you for a day to remember.

—Anthony Magnus
Willingboro, New Jersey

Address your comments about ***Restaurants USA*** and current foodservice issues to: ***Restaurants USA*** Feedback, National Restaurant Association, 1200 Seventeenth Street, NW, Washington DC 20036. Submissions may be edited for length.

Association hosts members of Congress at Show

"We're glad you're here" was the message foodservice operators and suppliers gave 12 members of Congress as they welcomed the lawmakers to Chicago for the National Restaurant Association Show. The event was also an opportunity to share the foodservice industry's concerns with the legislators.

Association director Scotty Langham, right, welcomes Senator Strom Thurmond (R-SC) to a Show exhibit.

Three senators and nine representatives traveled from Capitol Hill to the Show as part of the association's Congressional Visit Program. Legislators toured the Show floor, getting a better appreciation of the broad range of foods, equipment and services that make up the foodservice industry.

"There's no better way than a tour of our Chicago Show to show you how dynamic and complex our industry is," said outgoing association president Michael E. Hurst in his welcoming remarks to the lawmakers. "The Show gives you the chance to see an industry that really feels the impact of many of the laws you pass."

According to Rep. Bill Barrett (R-NE), a freshman member of the House Education and Labor Committee, "Attending the National Restaurant Association's Chicago trade show was a highlight of my first months as a member of Congress. I especially enjoyed and benefited from interacting with members of the business community who are on the cutting edge of small-business and labor issues."

This year marked the eighth straight year that members of Congress have visited the Show. The Congressional Visit Program is one of several annual political education events made possible by corporate contributions from foodservice operators and suppliers to the association's Congressional Leadership Forum.

—Andrew McLauchlin

Photos by Steve Feferman

Exhibitors at the Show display the latest in restaurant cutlery to Rep. Gary Franks (R-CT), right.

DCROUNDUP

□ *Talk of health-care reform heats up.* On May 23, Sen. Jay Rockefeller (D-WV) introduced legislation that would require all businesses with more than 100 employees to either provide health insurance for employees or pay a tax to support a public health plan. In addition, the proposal includes measures to contain health-care costs and reform insurance underwriting practices.

Senate Majority Leader George Mitchell (D-ME) has also announced his plan to overhaul the health-care system with a similar "play or pay" mandate.

The Rockefeller and Mitchell plans are likely to serve as the starting points for debate on the health-care issue during 1991 and 1992.

□ *FICA-repeal fight gathers steam.* Bills to repeal a 1987 law that requires employers to pay Social Security (FICA) payroll taxes on all tips employees earn has received a recent surge of support on Capitol Hill.

H.R. 1472 and S. 765, bills introduced just three months ago by Rep. Byron Dorgan (D-ND) and Sen. John Breaux (D-LA), have attracted 154 cosponsors in the House and 21 in the Senate, with 36 House members signing on in the first three weeks of June.

The National Restaurant Association is now aiming for at least 218 U.S. representatives and 51 U.S. senators—over half of each legislative chamber—to cosponsor the legislation. Getting a majority of Congress to support the legislation would pressure House and Senate tax-writing committees to act on the bills.

You can ask your members of Congress to cosponsor the bills by writing to the U.S. Senate, Washington DC 20510, or to the U.S. House, Washington DC 20515. To find out whether your members of Congress have already signed up as cosponsors, contact Patti Stinger at (800) 424-5156 or (202) 331-5953.

□ *INS cracks down on hiring of illegal aliens.* Immigration and Naturalization Service (INS) Commissioner Gene McNary recently instructed INS officials to initiate an "intensive six-month nationwide effort" to penalize employers who violate a 1986 immigration law.

The law requires employers to verify each worker's identity and authorization to work in the United States and to complete and retain an Employment Eligibility Verification (I-9) form for each worker.

Until now, the INS says its enforcement officers have spent a great deal of time educating employers about the law. McNary's new directive excuses them from those duties and withdraws INS's earlier policy that required officials to educate employers about the law's requirements before assessing civil monetary penalties for violations.

McNary said he will review the new enforcement policy in the fall.

Employers can get recorded information about their responsibilities under the law by contacting a local office of the INS.

The Manor minds the environment

The Manor restaurant in West Orange, New Jersey, recently stood shoulder-to-shoulder with New Jersey's environmental elite, receiving an Outstanding Achievement Award from the state's Department of Environmental Protection in recognition of its efforts in solid-waste management. The award-winning fine-dining establishment was the only restaurant selected.

Few operations have a solid-waste program as broad and effective as The Manor's. "It is very gratifying," says owner and operator Harry Knowles of the program. "Not only is it more efficient, but financially it's a big plus."

It started with a meeting

Knowles traces the development of this broad plan to a National Restaurant Association environmental committee that he sat on several years ago—back when recycling and solid-waste management were just emerging issues. "I came back from that meeting and decided to do something," he says. That's when he and his staff went to work.

"We really didn't know anything about recycling," says David O. Oster, The Manor's director of facilities, who oversees the nuts and bolts of the program. "Everything we did was basically trial and error."

The staff spent hours contacting private and public agencies in search of guidelines and information. A county waste expert and representatives of recycling companies stepped in and inspected the restaurant, offering suggestions on collection and disposal.

"The program kept getting more involved than we first envisioned, but we kept on working," says Knowles. The Manor now recycles about 75 percent of its waste.

Sorting and selling

Sorting is the key element in The Manor's solid-waste program, not only because recyclers demand it, but because the restaurant recycles so many different materials and uses so many avenues of disposal. Employees are taught to "separate at the source," so that it only has to be done once.

An easy-to-follow system for employees had to be devised. The answer was color-coding. Each type of recyclable material was given a certain color designation. All glass bottles, for example, are placed in yellow containers. Clam and oyster shells go in orange buckets, and aluminum bins are blue.

Much of the material collected by The Manor is sold. All glass, which can total more than 14 tons per month, is collected and sold to a recycler. Fats and grease (waste products often difficult to dispose of) are sold to tallow companies along with bones. Cardboard is sorted, baled and picked up by another area recycler. Aluminum is given to the town of West Orange, which receives tax credits for the aluminum it recycles. The total amounts sold are impressive. In 1990, the restaurant sold 178,380 pounds of glass, 127,680 pounds of cardboard and 79,000 pounds of grease and fat.

To handle materials that are either nonrecyclable or have a low resale value, The Manor acquired a license to use the Essex County incinerator, where materials are burned to create fuel. The load disposed of in this way includes wood boxes, waxed cardboard and nonrecyclable plastics.

Few materials that aren't sold escape the recycling room's pulper, pulverizer and compactor. A pulverizer known as "The Cannibal" pulverizes seafood shells (about 36,000 pounds' worth in 1990), which are then used as a soil enhancer on the restaurant's 20 acres of landscaped gardens.

Grass and garden waste is composted right on the grounds. Discarded metal from renovations or old equipment is taken to scrap dealers and sold. Wooden crates and baskets suitable for reuse are taken to a local farmer. All leftover plastic cans, drums and barrels, instead of becoming trash themselves, are reused as the color-coded receptacles for waste materials.

The Manor is also hard on its purveyors, pushing them to take back whatever equipment they provide. Two such items alone—oyster boxes and aluminum-coated ice packs—account for nearly 200 pieces and 800 pounds of waste per month. "Our purveyors can't even leave a pallet here," says Oster. "They know that if they do, they'll have two to haul away next week."

Through these alternative means of disposal, The Manor has significantly reduced its trash load. Oster predicts a more than $70,000 drop in hauling fees compared with past years—from $93,000 per year to around $20,000. Before the waste-management campaign began, the restaurant needed one to two pickups per week. So far this year, it has needed only two pickups. Oster expects a full payback on the program's start-up investment within three years.

A matter of teamwork

Molding the more than 300 Manor employees into a solid-waste team was no easy task. "People generally resist change, even when it's for the better," says Oster. Simple and thorough training was the key. Employees were taught to "separate at the source," to look for "less is better" in packaging and to favor recyclable products when purchasing.

Oster reports that employees now eagerly support the program. "When they see the figures we're producing, they know they've contributed to it," he says.

Words from the wise

When asked what advice he would give to operators launching a solid-waste program, Knowles offers one key word: "Persevere." He admits that it isn't easy. "The employees will fight it at first," says Knowles, "and certain agencies are not going to be cooperative. It may take 20 phone calls to get to the right person. But you can't give up. And it will pay off." Take it from a man—and his Manor—who knows.

—Melanie A. Crosby

Every restaurateur can take strides to help the environment. In the back of this issue of ***Restaurants USA*** you will find a special pull-out place mat that you can reproduce to help spread an ecological message.

F M P

THREE LETTERS THAT SET A NEW STANDARD

Foodservice management is getting a boost as a profession this month as the Educational Foundation unveils the FMP certification program.

by Pat DiDomenico

The Educational Foundation of the National Restaurant Association has embarked on a brand new program aimed at promoting professionalism in the foodservice industry. The Foodservice Management Professional (FMP) certification program recognizes those who have achieved excellence among managers in the foodservice industry.

The FMP program provides certification to persons who display necessary foodservice knowledge through their experience and education, as well as through their proficiency in a written exam. FMP program planners, including Foundation President Daniel Gescheidle, introduced the program with the realization that the industry is becoming more complex each day.

"Today, foodservice management requires highly trained, well-educated individuals," says Gescheidle. "FMP certification, which emphasizes professional development and job knowledge, reinforces that fact."

During the National Restaurant Association Show in Chicago, nearly 150 industry leaders took the test and became the first certified FMPs. After passing the exam, Ted J. Balestreri was granted the inaugural certification. Balestreri is chairman of the Educational Foundation's board of trustees and is the president of the Sardine Factory in Monterey, California.

"I think FMP is the most important foodservice program to come along in the last couple of decades," says Balestreri, a past association president. "This is a very practical, well-rounded program that can turn into dollars and cents for a business. Whoever takes this program will know something about everything that affects the industry. You'll have a much more sophisticated manager."

Balestreri says that FMP benefits do not stop with beefing up a manager's credentials. Establishments will now be able to promote the fact that their managers are professionally certified, thus giving their businesses added credibility and possibly more customers.

In addition, FMP status will make a foodservice manager more marketable when searching for another foodservice management position. FMP organizers hope to see certification used as a hiring criterion in determining professionalism and excellence.

"FMP certification will eventually differentiate applicants during hiring. Those who have it will certainly be at an advantage," says Balestreri. "That symbol will tell an employer that this person is serious about his or her career."

In addition, FMP certification will help foodservice managers gain the respect and recognition they deserve—something that years of hard work and dedication may not have brought.

Within the next four years, the foodservice industry will need 400,000 new managers, yet there are currently fewer than 60,000 people enrolled in hospitality education programs in U.S. secondary schools. Obviously, a majority of tomorrow's foodservice managers will rise through the ranks and will not come from foodservice education backgrounds. The FMP program gives experience-based professionals a chance to earn recognition for their knowledge and excellence in the industry.

"A lot of foodservice managers have gone through the school of hard knocks, but they lack a diploma and formal education in their field," explains Ellen Moore, director of certification and instructional services at the Educational Foundation. "The FMP program will help to reconfirm a manager's knowledge and professionalism in the industry."

According to Moore, the foodservice industry is slowly shedding its image as a temporary stepping stone in which to practice management skills. FMP certification, she says, will go a long way toward promoting the management position as a career.

Eligibility requirements

Those eligible for FMP certification include three types of individuals:

□ persons currently employed full-time as foodservice unit managers,

multiunit managers and corporate executives with responsibilities for foodservice operations

□ foodservice management educators and

□ corporate trainers responsible for management training.

Applicants must meet education and experience requirements before taking the FMP certification exam. More experience in the field means the applicant requires less foodservice operations education. For example, to be eligible for FMP status, a manager with 10 years' experience needs to complete only one management development course from the Educational Foundation or to attend an FMP review session. Meanwhile, a manager with less experience would have to meet more education requirements. Applicants must have at least three years of management experience to apply.

Educators applying for FMP certification must have at least three years of full-time teaching in hospitality, foodservice, culinary or equivalent programs and at least two years of supervisory or management experience in foodservice operations. Applicants who work as corporate trainers are required to have three years' experience as a full-time trainer and at least two years of supervisory or management experience in foodservice operations.

The foodservice education and training requirements can come from several different areas, including college foodservice courses, group training through individual companies, foodservice courses organized by state associations and home-study courses. Educational Foundation courses are also offered at 50 different colleges in 18 states.

Certification exam

After meeting the education and experience requirements, the final step in becoming a certified FMP is the successful completion of the certification exam. The exam, developed by a professional test development company, includes questions in five categories: operations, accounting/finance, marketing, administration and human resources.

The exam includes almost 200 multiple choice questions testing an applicant's knowledge of everything from responsible alcohol service to correct food temperatures to cost-control procedures. Results of the three-hour test are revealed only to the applicant.

The FMP test will be administered in groups by a certified proctor and graded by the Educational Foundation. Currently, tests are scheduled to be given on July 23 in Houston, Texas; on August 5 in New Orleans at the Louisiana Foodservice and Hospitality Exposition; and at the California Restaurant Association Show on August 10 in Los Angeles.

The Educational Foundation also plans to offer the test year-round at its Chicago office and at as many as 30 state association shows throughout the year. Schools offering the Foundation's Diploma Program will also be sponsoring group exams. The Foundation has available a six-month schedule of exam dates, and more testing dates and sites will be added each month.

Although preparation for the exam is not required, the Foundation provides several review options. A review notebook, which gives an overview of the five management areas and incorporates sample questions, can be obtained at an additional cost of $50. In addition, review sessions will often be offered on the morning of the test date.

If an applicant fails the exam, he or she is provided with a test analysis indicating possible improvement areas. A maximum of two retests are allowed for each applicant.

Once certified, FMPs can include their FMP designation on business cards, stationery and other identification. Foodservice Management Professionals also receive an FMP lapel pin, a certification plaque and a news release so that local press and corporate offices can report that they have earned the designation.

Maintaining FMP status

Certification of a foodservice manager is valid for three years. The Educational Foundation requires that FMPs remain abreast of changes in the industry through continuing education, professional development activities, industry involvement and work experience.

During these three years, the FMP acquires points towards recertification. The points are gained through involvement in activities that increase and update an FMP's professionalism and job knowledge. A $65 recertification fee is required along with the appropriate documents. ❑

Pat DiDomenico is a communications specialist at the National Restaurant Association.

The FMP program in a nutshell

□ *The program:* Foodservice Management Professional (FMP) certification promotes professionalism in the foodservice industry by certifying foodservice professionals who have reached a high level of excellence. The program is offered through the Educational Foundation of the National Restaurant Association.

□ *Eligibility requirements:* Certification is available to currently employed, full-time foodservice unit managers, multiunit managers and corporate executives responsible for foodservice operations; foodservice management educators; and corporate trainers responsible for management training. All applicants must have at least three years of management experience and meet certain education requirements.

□ *Certification procedure:* Once education and experience criteria are met, applicants reserve a time and location at which to complete the 200-question certification exam. Review courses and a review notebook with sample test questions are available for test preparation. Successful completion of the program earns the applicant FMP status for three years.

□ *Cost:* Application fee: $100. Certification fee: $150 ($100 for hospitality educators). Recertification fee after three years: $65. Optional certification exam review book: $50.

□ *Application information:* Contact the Certification Department of the Educational Foundation, 250 S. Wacker Drive, Suite 1400, Chicago, IL 60606. Or call (800) 765-2122.

Getting Ready for the ADA

WELCOMING DISABLED CUSTOMERS

In the second article of a two-part series, operators discuss ways to make customers with disabilities feel welcome. Sometimes it's as simple as increasing staff awareness.

by Jennifer Batty

The President's Committee on Employment of People with Disabilities reports that there are 43 million persons with some form of disability in the United States. The recent passage of the Americans with Disabilities Act (ADA) is giving these people a stronger voice in the consumer world.

Many people with disabilities are regular restaurant customers—or potential customers. Consequently, following the provisions of the ADA (when they go into effect in January 1992) will be beneficial not only from a legal standpoint, but from a business standpoint.

Some forward-looking foodservice professionals have already increased their levels of accommodation or are seeking ways to improve it in anticipation of winning over this growing segment of customers.

Raising awareness

Persons with disabilities often have two types of barriers to overcome. Physical obstacles are obvious. But just as deterring as a steep flight of stairs may be the attitudes of servers. The quickest adjustment an establishment can make is to raise the level of awareness among its staff members.

Kim Beasley, director of architecture and barrier-free design at Paralyzed Veterans of America (PVA) in Washington DC, says that attitudinal problems in service are often a result of a lack of knowledge among servers. "Many of the problems in service result from education problems with the waitstaff," says Beasley. The key is having a waitstaff that is tuned in to customers with disabilities.

"Part of regular foodservice training should be interacting with persons with disabilities so staff members will be better prepared and less anxious when waiting on those who are disabled," suggests Beasley.

The Loews Anatole Hotel in Dallas, Texas, recently found that tuning in pays off. Management at the hotel wanted to make sure that staff members would properly serve the 6,388 attendees at the "From ADA to Empowerment" convention held by the President's Committee on Employment of People with Disabilities this past May.

Salma Gottfried, director of public relations and advertising for Loews Hotels, put together a training program for the hotel's employees with the help of the Texas Rehabilitation Commission (TRC), based in Austin, Texas. In all, 14 training sessions were held for the 400 to 500 employees who would come into contact with the convention attendees. The front-line employees included waitstaff, bellhops, managers and front-desk personnel.

The training sessions featured videotapes supplied by the TRC that covered such situations as how to check in a customer who is deaf or blind. "The tapes made our employees more comfortable in dealing with the attendees who were disabled and raised their levels of sensitivity to disability in general," says Gottfried.

Two of the Loews Anatole's eight restaurants offered buffet-style service, which is often not convenient for those with disabilities. Gottfried had the buffet tables moved to a more accessible level for people using wheelchairs and also provided runners who could carry trays to and from tables and fill up plates for those unable to access the buffets.

For guests who were visually impaired, Loews Anatole put the menus of each of the eight restaurants and room service into Braille.

Kudos and repeat visits

Making the effort to accommodate customers with disabilities can win an operator kudos and repeat visits not just from those with disabilities but from nondisabled persons as well.

The owners of the three Montgomery Inn at the Boathouse restaurants in Cincinnati, Ohio, understand that one positive experience of a customer with disabilities is probably the best form of advertising, says executive vice president Evan Andrews.

All staff members of the restaurants are given guidelines on how to serve persons with various disabilities, and they are instructed to extend the same courtesy and effort to all patrons.

"We have one young lady who is blind who now comes in about every two weeks to eat. The first time she came here, we asked her how we could best serve her. She told us where she wanted her coffee cup and plate, etc. We did such a good job that now when she comes in she brings in other people who are blind with her," says Andrews.

"I wish we'd done it sooner"

Mazzio's Pizza, a 262-unit operation based in Tulsa, Oklahoma, decided that its current home-delivery service was not quite up to snuff because it was missing out on a big chunk of potential customers—those with hearing impairments. "We found out that there are approximately 45,000 people in the Tulsa County area who are hearing-impaired. We decided we needed to find a way to better serve them," says Greg Lippert, vice president of marketing for Mazzio's.

To allow customers who are hearing-impaired to order a pizza without having a hearing person order for them, Mazzio's added a Telecommunications Device for the Deaf (TDD) to its system earlier this year.

Tulsa-area customers who have a TDD in their homes can type in their pizza orders directly to the main delivery number, and the unit closest to them will deliver their order.

"These people are just like you and me. There are days when they're at home and it's raining or snowing or miserable outside, and they don't want to go out and pick up something to eat. You and I could just pick up a phone and order a pizza, but before we implemented this system it wasn't that easy for them," says Lippert.

Since adding the TDD service, Mazzio's has received letters from organizations for the deaf thanking them for their efforts. "When you consider the cost of the equipment (which was about $1,000) and the training time, compared with the amount of people you can reach and the benefits to our image, it is really worth it," says Lippert. "I wish we had done this sooner, because it's the kind of thing that makes you feel good when you go home at night."

Photo courtesy of The Seeing Eye, Inc.

Taking care of patrons with special needs is often just a matter of educating the restaurant staff. For instance, staff members should know that guide dogs are allowed to accompany their masters into restaurants.

Environments that welcome

The physical adaptations that will be required by the ADA have made many restaurateurs a little apprehensive. Although some operators may be required by the ADA to remove some barriers, many others will be able to provide a greater level of accessibility for their customers through adaptations that require more creativity than cash.

"The main issue here is providing the services available. If a person can take advantage of these services with a degree of dignity and independence, then the restaurateur is fulfill-

ing a big chunk of his part of the bargain," says Ron Mace, president of Barrier Free Environments, Inc., a design and consulting firm in Raleigh, North Carolina. Mace himself is a post-polio wheelchair user.

Mace and other consultants suggest that operators speak with accessibility experts when considering altering their establishments. They also recommend checking to be sure an architect understands the building codes and laws governing accessibility before turning one loose to redesign or design a restaurant. "It is going to become common practice to design buildings to be accessible. Architects in the past haven't been taught to design this way. That is all going to change," says Mace. Independent-living centers around the country and persons who are disabled are excellent sources of information, he says.

Major difficulties for persons with mobility impairments are changes in levels and clearance space. "Often you can rearrange the furniture to create more aisle space for the person," says Mace. Some restaurants use flip-out steel ramps to transport a wheelchair user up or down a few steps. Adding grip rails beside stairs and marking the leading edges of stairs will be helpful to patrons as well.

Changes made to accommodate those with disabilities often end up being useful to staff members as well. For example, better lighting in restaurants for those with visual impairments may also help reduce slips and falls by employees.

If a restaurant has hanging plants or other protrusions, Beasley suggests that they have rounded corners. If possible, protrusions should be placed below waist level so that they can be felt with a cane. Public-use items such as telephones should be moved down to wheelchair level.

Accessible design

Some operations are currently building or retrofitting in order to more fully accommodate customers with disabilities. Many have found that the cost involved is worth the gains they

Guidelines for serving persons with disabilities

The easiest accommodation an establishment can make for patrons with disabilities is providing service that shows sensitivity. Be honest when you are confronted with an unfamiliar situation and tell the person who is disabled that you are unsure about the best way to serve him or her. Your honesty and willingness to learn could gain you a loyal customer.

Here are some specific service techniques that will help staff members better serve those with disabilities:

Serving customers who have hearing impairments

1. A hearing impairment is often a subtle condition. Alert staff members to look for clues that someone has a hearing loss (such as a failure to respond to a verbal request).
2. To get the attention of someone with a hearing impairment, tap the person on the arm or use a hand motion. Do not shout.
3. Some persons with hearing impairments can lip read, so face them directly while speaking slowly and distinctly.
4. For those who do not lip read, offer a pad of paper and pen so that the person may communicate with you through writing.
5. Seat people who use sign language in a well-lit area.
6. Try not to seat persons with hearing impairments in noisy areas or in large, open spaces. Sound will reverberate more in these areas, making hearing more difficult.
7. Alert your staff that there are now assistance dogs for people with hearing impairments.

Serving customers who have visual impairments

1. Greet a customer who has a visual impairment in a normal tone of voice, identify yourself and ask whether the person wants assistance to a table. If the person does want assistance, offer your arm. Warn the person of any level changes, steps or congested areas as you walk.
2. If you do not have Braille menus, or if the visually impaired person doesn't read Braille, offer to read the menu (including prices) to the person.
3. Seat persons with visual impairments in well-lit areas or provide pen lights for better viewing of menus.
4. As you come and go from the table, always announce your arrival and departure. Remember to check on customers with visual impairments frequently, since they cannot see where you are to attract your attention.
5. When you bring an order to the table, ask the visually impaired person whether he or she wants you to explain the location of the food. If the person says yes, explain the location of the food using clock-face directions. An example would be, "Your wine is at 1 o'clock, your chicken is at 3 o'clock and the vegetables are at 8 o'clock."
6. Make sure staff members are aware that guide dogs are allowed by law to accompany their masters into restaurants. Do not pet, feed or distract the dog.
7. When giving change to customers with visual impairments, separate the bills by denomination and count the money out as you hand it to them.

Serving wheelchair users and customers with mobility impairments

1. Do not start to push a person's wheelchair. Ask whether he or she would like assistance before giving it.
2. Do not seat someone with a disability in an out-of-the-way place. Do seat the customer in a place with plenty of aisle space.
3. Make sure that there are accessible tables in both the nonsmoking and smoking sections.
4. Persons who have had a stroke or have a condition such as cerebral palsy may not have good muscle coordination and may have difficulty speaking. Ask whether these customers would like their food cut up before it is served, and give them straws to drink their beverages. Do not automatically assume from their behavior that they are intoxicated and cannot be served alcohol.
5. Do not assume just because people have physical disabilities that they are mentally impaired as well. Do not act condescendingly toward any of your customers, including those who are disabled.

Photo courtesy of PVA

The passage of the ADA and a greater awareness of the needs of people with disabilities are prompting wise operators to make their establishments more accessible. Wider aisles, better lighting and thoughtful service are among the accommodations being made.

plan to reap in a more-positive public image and better-satisfied customers.

The Montgomery Inn at the Boathouse restaurants' level of service to those with disabilities has already won the operations many loyal customers over the years. But managers at the family-owned operations, which specialize in barbecued ribs, were also determined to make the physical surroundings welcoming.

The original 1951 location was retrofitted in the early 1970s and again in 1985 to bring it up to date with building codes. The second restaurant was built all on one level with full facilities for the disabled. But the third location is the one of which Evan Andrews is most proud. "It is a two-level restaurant with an elevator for those with disabilities or for older guests. We designed a promenade that winds around the front of the steps for wheelchair access that is on a very gradual incline in a serpentine shape," says Andrews.

There is one small flight of stairs over which staff members can put an 8-foot aluminum ramp in a matter of minutes, and plenty of maneuvering space is available in the dining rooms. "I have had comments from diners in wheelchairs about how easy it is to move around here and how lovely the entranceway is," says Andrews. "We probably could have designed the building without some of the features we added to accommodate our guests, but we don't do anything just to get by."

Access for all members

The St. Petersburg Yacht Club, a private club in St. Petersburg, Florida, is being rebuilt to be completely accessible to all its members. The original building was built in 1909 and has been added to over the years. Jonathan Toppe, executive vice president and principal of the architectural firm Harvard, Jolly, Marcet & Associates, took on the task of bringing the establishment up to code in every way.

"I am a member of the club, and I was familiar with some of its physical limitations," says Toppe. "It was accessible, but it required that a person with disabilities go a roundabout way

Nelan receives award from White House

During the National Restaurant Association Show in Chicago, an award from the White House was presented to A. Philip Nelan, a 13-year employee of the association, for his work in fostering employment opportunities for the disabled community.

In addition, four corporations and a placement facility received awards from the National Restaurant Association for setting new standards in employing people with disabilities. The companies recognized were ARA Services, Pizza Hut, Ponderosa Steakhouses, Radisson Hotels International and Elwyn, Inc.

A. Philip Nelan, known to most as "Brother Philip," receives his award from Jean Mahoney of the White House.

The Chairman's Award was presented to Nelan by Jean Mahoney, a staff member of the President's Committee on Employment of People with Disabilities. Nelan is an 85-year-old Christian Brother who became the association's director of employment of the handicapped in 1978. In this capacity, he runs the Projects with Industry program, which promotes foodservice industry involvement with those with disabilities and the placement of these individuals into the work force.

"I am stunned at receiving this award. I might possibly walk on air," said a pleased Nelan, who is known as "Brother Philip" by colleagues and friends.

Nelan spoke briefly about the tremendous strides the foodservice industry has made in employing those with disabilities. "Of the 6 to 8 million persons with disabilities, there are a great many who are out of work or without the training to be employed and would welcome the chance to become independent and productive again. We are trying to give them that chance," said Nelan.

Public accommodations and the ADA

Title III of the Americans with Disabilities Act (ADA) is designed to guarantee disabled persons access to public accommodations. In one of its simplest forms, it requires private businesses to make their premises accessible to disabled persons. In other more detailed provisions, businesses that undertake alterations to their facilities or new construction have specific requirements that must be met to ensure equal access for the disabled. This act will greatly impact the hospitality industry. Generally, the ADA's public-accommodations requirements become effective on January 26, 1992. Small businesses will be given more time to comply.

The general rule of Title III of the ADA is an all-inclusive prohibition of discrimination against disabled persons.

> No individual shall be discriminated against on the basis of disability in the full and equal enjoyment of the goods, services, facilities, privileges, advantages or accommodations of any place of public accommodation by any person who owns, leases (or leases to), or operates a place of public accommodation.

As specifically stated in the last half of this general rule, the legal obligation is imposed not only on the business owner, but also on the landlord in situations where the business owner leases the business premises.

The list of the types of businesses covered by the ADA is not limited to "public accommodations" in a traditional sense. For example, retail stores, banks, homeless shelters and schools are all covered by the ADA. Virtually all of the businesses under the umbrella of the hospitality/tourism industry are included as public accommodations. The public-accommodations provisions of the ADA apply to inns, hotels, motels, other places of lodging (unless owner-occupied), restaurants, bars, travel services, museums, parks, zoos and other recreational facilities. Private clubs, religious organizations and places of worship are exempt from the ADA.

To avoid discriminating against disabled persons, the ADA requires businesses to provide "integrated settings." That is: "Goods, services, facilities, privileges, advantages and accommodations shall be afforded to an individual with a disability in the most integrated setting appropriate to the needs of the individual." For example, disabled persons cannot be relegated to an obscure corner of the dining room in restaurants. In some cases, satisfying the requirements of the ADA will be relatively simple. In dining areas, for example, the layout of tables will need to be altered to accommodate the width of a wheelchair.

The ADA requires that businesses eliminate eligibility criteria, policies, practices and procedures that discriminate. Structural barriers that discriminate against disabled persons must be removed as long as these changes are "readily achievable." Such changes are "without much difficulty or expense." Lowering telephones and adding ramps are examples of changes that are likely to be considered "readily achievable."

Businesses are not required to change criteria, policies, practices and procedures if doing so fundamentally would alter the service provided. In determining whether a particular change is readily achievable, a number of factors will be considered, such as the nature and cost of the change, and the nature and financial resources of the business involved.

New construction and alterations

When new construction or alterations are undertaken, the ADA requires the work to be done in such a way that the premises are "readily accessible to and usable by" disabled persons. There are two exceptions to this requirement. The first is that the requirements of ready accessibility and usability need not be met in situations where it is "structurally impracticable." Second, Title III of the ADA does not require the installation of elevators in buildings with fewer than three stories or less than 3,000 square feet per story (except in cases of shopping centers and the offices of health-care providers).

Recognizing the potential costs of these requirements, enforcement of the ADA's public-accommodations rules will be phased in. They will first be applied to larger businesses, while smaller businesses have more time to come into compliance.

—Linda K. Enghagen, J.D.
Assistant Professor
Department of Hotel, Restaurant and Travel Administration
University of Massachusetts at Amherst.

to get into the building. They wanted to give all the members equal access."

The way Toppe has designed the new building, dining rooms will be completely accessible, ramps will lead into the main entryway and an elevator will take people to the second-floor dining room. All the restrooms have been redone with new stalls and special sinks dedicated for use by those who are disabled.

"You have members who range in age from college age up to older people. We also have a lot of active sailors in the club who are sometimes on crutches," says Toppe.

There has been a change in the attitude of building owners in recent years, notes Toppe. "When the public-access laws were first enacted, there was this mindset of, 'Well, we have to do this, so let's do it as cheaply and as easily as we can.' Nowadays, there's a perception that the law is a valid one and is here to stay, so you should make the adaptations as attractive and innovative as you can. It is becoming a better situation," says Toppe.

Opportunities, not obstacles

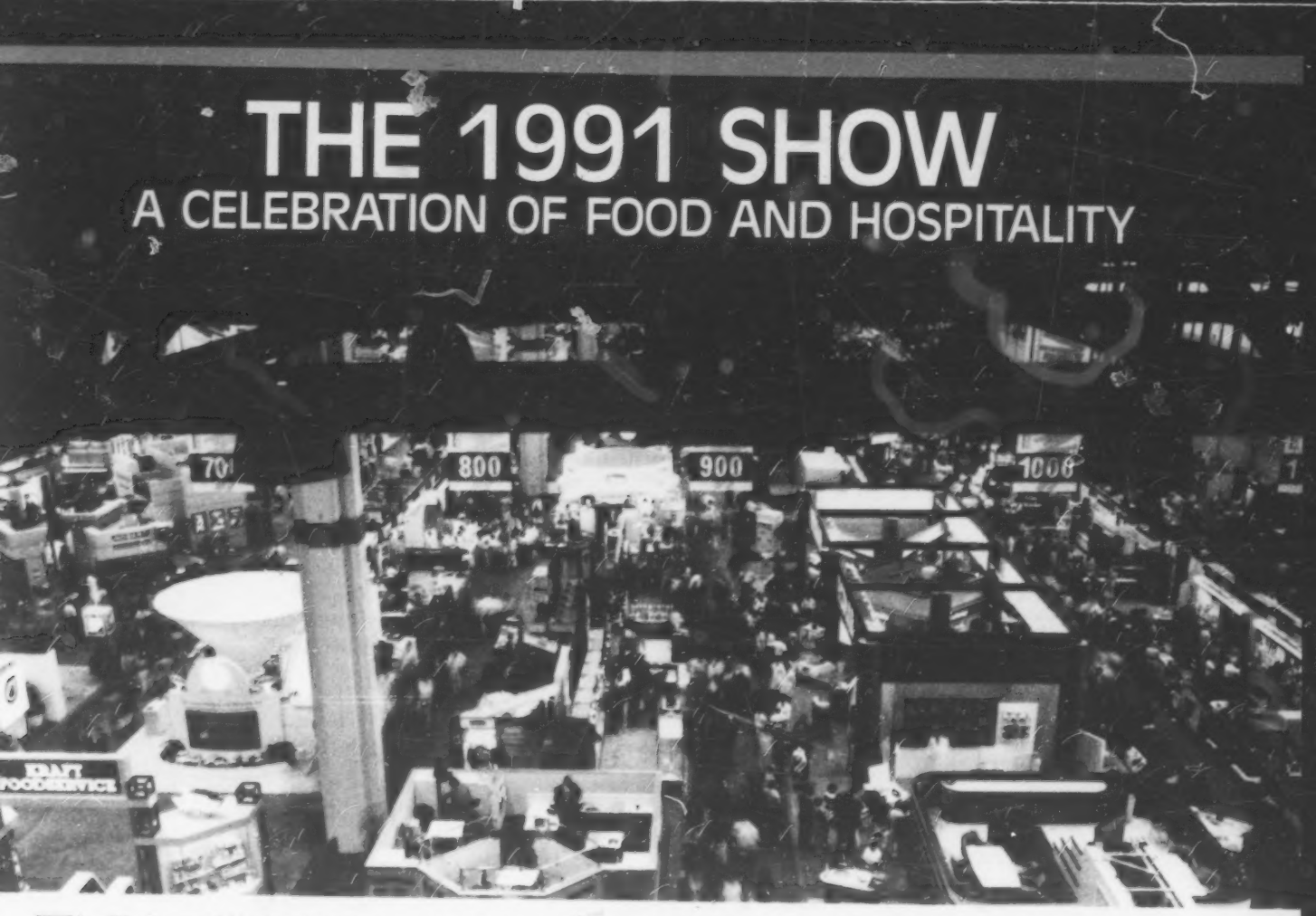
Savvy foodservice professionals who recognize the economic opportunities gained by providing access to as many customers as possible will be ahead of the game when the ADA goes into effect. ❑

More information about the ADA is available from the U.S. Department of Justice. For example, fact sheets about the ADA's requirements and a booklet entitled "The Americans with Disabilities Act: Questions and Answers" are available free of charge. Restaurateurs may be especially interested in finding out about tax benefits arising from expenditures made for the purpose of coming into compliance.

Contact the Office on the Americans with Disabilities Act, Civil Rights Division, U.S. Department of Justice, P. O. Box 66118, Washington DC 20035-6118. Or call (202) 514-0301 (voice) or (202) 514-0381 (TDD).

Jennifer Batty is a communications specialist at the National Restaurant Association.

THE 1991 SHOW
A CELEBRATION OF FOOD AND HOSPITALITY



The 72nd annual National Restaurant Association Restaurant, Hotel-Motel Show rolled into Chicago on May 18–22, attended by foodservice professionals from all over the world. The spirited energy of the Show and the animated shop talk heard throughout the five days showed renewed confidence in the economy and the health of the industry.

Putting behind them the uncertain times associated with war and recession, the hospitality industry's finest gathered in Chicago to find the business-building ideas and contacts that will help improve profitability in the coming year.

The heart of the five-day event was the Show floor at the McCormick Place convention center on Lake Michigan. As usual, the Show floor was a gigantic marketplace of ideas, filled to the rafters with more new products and trend-setting ideas than the average person could see in a week.

A number of trends were evident at this year's Show. Operators and suppliers displayed an unprecedented level of interest in and awareness of the environmental effects of products aimed at restaurateurs. Nutritional concerns, too, were addressed in a big way, as food manufacturers marketed a host of food products for restaurateurs wanting to add healthful menu items. Also prominent were ideas and products aimed at bringing back the basics of good service.

And the Show was a time of discovery. A special treat this year was the American Culinary Classic, an international culinary competition that gave thousands of Showgoers a look at some of the world's finest chefs creating artful food under pressure. With dozens of seminars and management clinics taught by industry leaders at the Show, attendees also left Chicago with notebooks full of ideas for improving their establishments.

Finally, this year's Show was a time for celebration. Music filled the air at special evening events, broadcaster Larry King brought laughter to a packed house of listeners and the association toasted the inauguration of a new president.

Restaurants USA witnessed both the discovery and the celebration, and on the following pages we bring you some of the highlights of the 1991 Show. ❑

HURST WRAPS UP YEAR WITH ENTHUSIASM

"He has spent his year committed to education and enhancing the image of our industry," said National Restaurant Association Convention Committee Chairman Joe Fassler as he introduced outgoing President Michael E. Hurst before his farewell address on the Show's opening day. Education and image-building certainly were prominent on Hurst's agenda during the past year, but as he summarized his year as president, he spoke of much broader goals.

Association President Michael E. Hurst removed his coat and tie to reveal a "We're glad you're here!" T-shirt during his opening-day address.

Hurst's presidency occurred during a difficult year. War, recession and falling consumer confidence gripped the nation. The industry also struggled against many other problems, including a growing labor shortage, governmental intervention and environmental issues. But even in the face of such adversity, Hurst remained optimistic about prospects for the hospitality industry's future. "We are the fastest-growing industry and the largest new employer," Hurst told the crowd at the Arie Crown Theatre. "It's exciting to be in the foodservice business. This is where the action is."

And Hurst loves action. His presidency was marked not only by concern for problems but by solutions.

Hurst focused his year of leadership on three key areas: "playing to win" in government affairs, his "celebration of education" program and the resurgence of the "We're glad you're here!" campaign. "We made a good beginning," said Hurst, summing up his year in office but he rated his accomplishments as only about 25 percent complete, reminding listeners that there is still a long way to go. And he gave them the key to doing it: "Communication is the single most important leadership tool there is," he said. "That's how we get our message across."

Communication figured prominently in Hurst's approach to government affairs. He tried to take government involvement and lobbying back to the local level, involving the people who can make the difference. "We've done a good job on defense" as an association, said Hurst, recognizing the role the association has played in stopping the passage of harmful legislation. "But we need to do better on offense." Hurst applauded recent proactive association strategies, such as the promotion of the Earned Income Tax Credit (EITC) as an alternative to a higher minimum wage and the association's dedication to environmental issues, including the formation of an environmental task force and increased coverage of ecological topics in association publications.

Communication was also central to Hurst's "celebration of education" program, which included meetings with hundreds of teachers, guidance counselors and administrators across the country. The program encourages educators to inform their students about careers and opportunities that the foodservice industry can offer.

Broadcaster Larry King entertained the opening-day crowd with humor and insight into subjects ranging from politics to the restaurant business. "I'm a restaurant person," said King.

The industry will be challenged in the coming years to "attract the brightest students when there's a demographic shortage," said Hurst. Now is the time to get involved. "The leaders of your industry understand that education is where it's at," he said, commenting on the industry's support of the Educational Foundation endowment. And he encouraged all restaurateurs to meet with and support schools, teachers, guidance counselors and students.

One four-word phrase—"We're glad you're here!"—sat at the core of Hurst's agenda this year, and the phrase remained close to his heart throughout his presidency. Hurst brought these words, and the smile that accompanies them, back to the industry's heart as well at the Show. "This is not just a yearlong promotion," said Hurst. "It's what hospitality is all about." The slogan has become synonymous with superior service and gracious hospitality—exactly what customers crave. "Never was a phrase so vital," said Hurst, referring to the rocky economic times of the last year. And to make his point once again, Hurst revealed that beneath his coat and tie was a "We're glad you're here!" T-shirt, showing just how close to his heart this slogan remains. ❑

AN INAUGURAL CELEBRATION

The National Restaurant Association has a new president. John R. Farquharson, president of ARASERVE, was honored at the association's Grand Banquet during the Show.

Entertainment at the banquet was provided by the Four Tops, who crooned their biggest hits to a receptive audience, including the new president.

THE ENVIRONMENT: GREATER AWARENESS, LESS RHETORIC

Exhibition booth #3364 had a bold message for restaurateurs passing by. "Consumers are beginning to comprehend the power that they have to vote for the environment at the cash register," read the three-foot-high lighted sign, surrounded by images of forests and streams. This exhibitor, J.G. Clark/Southfield Carton, a packaging manufacturer, knew just how to reach its customers. Environmental awareness—of both the current situation and the future—is no longer a fad. And customers of all kinds, restaurateurs included, have acknowledged the solid-waste problems and are bent on solutions. More than ever before, Show attendees this year were well versed on environmental issues. They seemed eager for practical answers and guidance, not rhetoric.

Few exhibitors failed to recognize this higher level of awareness, and they catered their presentations to this new breed of restaurateur. "The kind of question we receive is more informed and more educated," said Terry Beal, a Show exhibitor and a regional sales manager for Genpak Corporation, which manufactures a variety of packaging materials including polystyrene foam. "The public is more aware, for example, that polystyrene is not all bad and that paper is not always the answer," he said. "People know about the landfill problem and that terms like biodegradability don't mean what they used to mean."

Laurie Jennerjohn Hinch, a new-business development manager for Chesapeake Consumer Products Company, agreed. "Concerned customers are growing in numbers every day," she said. "They are more educated about the environmental situation now, and as they grow more educated, they become concerned on a deeper level."

Peggy Banks, a product manager for James River Corporation, noted a change in tone and temper among the attendees that passed her booth. "Restaurateurs seem much more informed about the whole issue," she said. "Last year they seemed to be focusing against particular facets, like foam products. This year everyone is tuned in to the bigger picture."

The packaging controversy

Packaging is perhaps the most controversial environmental issue facing the foodservice industry, as anyone walking the Show floor could tell. Most packaging manufacturers (paper and plastic) dealt with environmental questions up front through signage, literature and demonstrations. Exhibitors and their displays spoke to a more educated audience, using terms like "CFCs" and "post-consumer waste"—terms that have only recently become commonplace.

In light of this new level of awareness, education and cooperation became the common theme among packaging manufacturers. The Foodservice & Packaging Institute (FPI) and the Polystyrene Packaging Council—two associations organized to further the interests of the packaging industry—were at the Show, providing answers to operator and exhibitor inquiries. FPI offered a four-color brochure entitled *1991-92 Guide to Solid-Waste Solutions for the Foodservice Operator,* and the Packaging Council provided easy-to-read question-and-answer sheets that covered everything from a simple definition of polystyrene to a complex discussion of CFCs.

Show exhibitors catered their presentations to environmentally aware restaurateurs.

Individual exhibitors also tried to clear up misconceptions about their products. Genpak Corporation offered a leaflet entitled *Foam Packaging: Fact or Fiction?* Mobil Chemical Company's booklet *Polystyrene Foam and the Environment* dealt with "perceptions" versus "realities." A number of booths, including those of James River and Mobil, displayed foam products at various stages of recycling: from cup to pellet to new recycled item. Such displays made plastics recycling a tangible reality for people at the Show. "Last year we were virtually attacked for promoting polystyrene," said James River's Peggy Banks, "but this year it's a quite different tone."

In addition to answering questions and explaining complex issues, exhibitors were eager to help operators plan and implement recycling programs. Nearly all of the major packaging companies offer consulting and guidance to their customers through toll-free numbers, literature and on-site instruction. "We're very concerned with educating our customers on recycling," said Genpak's Terry Beal. "We like to work on a grass-roots level, such as schools recycling their cafeteria trays." James River Corporation's Banks noticed that restaurateurs are as willing to learn as the manufacturers are to teach. "We've noticed a lot more willingness on the part of customers," she said. "They really want to be part of the solution."

New angles on recycling

This year's Show floor offered committed restaurateurs a variety of solutions. The three Rs—reduce, reuse, recycle—were combined and expanded into many new practical solid-waste management programs.

Solutions ran the gamut from the simple to the technologically complex. Some companies encouraged restaurateurs to buy in bulk—thereby eliminating excessive and redundant packaging. Scott Paper Company's booth, for example, recreated a restaurant restroom with towel and tissue dispensers to show that bigger products in less packaging, combined with metered dispensing, could lead to less waste (less wrapping and less core material).

Simplicity was also central to several new recycling developments, as manufacturers scrambled to make waste reduction as palatable as possible. Mobil unveiled a new polystyrene-collection station that eliminates the need for employees to sort plastics by type. The collection station helps customers do the sorting by of-

fering separate slots for different products, including cups, plates and lids.

Hobart Corporation—an equipment manufacturer—demonstrated how its waste pulper could help cut waste volume. Attendees watched as a two-foot by four-foot cardboard box disappeared down a water channel and reemerged chewed down to a watery pulp a fraction of its original size. The pulper accepts all kinds of trash except bottles and cans.

"An operator can reduce solid-waste volume by 75 to 80 percent immediately," said John Vollette, a region manager for Hobart. The pulper has been on the market for nearly 20 years and has been, according to Vollette, "a quiet seller." But the market has changed. "In the last 12 to 18 months sales have been climbing," said Vollette.

Some exhibitors promoted advanced levels of recycling and recycled products. Wisconsin Tissue, which has been manufacturing 100 percent recycled products for years, proudly displayed its new recycled line, known as Second Nature. These paper products are made from recycled material that includes a percentage of post-consumer waste (as high as 40 percent in towels).

Wisconsin Tissue also decorated the walls of its exhibition booth with colorful party linens from its sister company, Chesapeake Consumer Products Company. The rainbow of colors erased any fear that recycled materials produce dull, gray paper full of wood chips. "It's easy to get a wide variety of pastels from recycled materials," said Hinch. "Recycled definitely doesn't mean dull."

Fuel from plastics

Many manufacturers and recyclers continued to look forward to technology for solutions. One such solution unveiled on the Show floor was Central Fine Pack's MCP process, which enables restaurateurs to condense plastics on site and, as special products manager George Barker said, "take 15 to 20 percent of their waste out of the waste stream immediately." The condensed blocks are collected and broken down into a powder used for fuel.

To use the MCP process, operators collect plastic waste and load it into the MCP machine, where it is mixed with hot vegetable oil. The plastic melts and floats to the oil's surface, since the two substances do not mix. The melted plastic then accumulates in a molding box where it is formed into a compact block. Once a certain amount of blocks is collected, they are shipped to the Central Treatment Plant where they are converted into either liquid or solid fuel that can be used to heat buildings and drive generators. "The end product contains no sulfur, no nitrogen and no chlorine," claimed Barker.

Packaging exhibitors at the Show were eager to help operators plan and implement recycling programs.

According to Barker, the MCP system offers many advantages to restaurateurs, both practical and environmental. First, it eliminates much of the time and labor involved in plastics recycling, for no sorting is required. "This machine takes any and all thermoplastics," said Barker, "from polystyrene foam clamshells to OPS lids and straws. There is no separating, no washing. You don't even have to remove the paper labels." All foreign matter, such as paper and foodstuffs, separates out during integration with the hot oil; only the plastics rise to the surface. Second, and perhaps more practical, such a waste reduction lowers trash volume and hauling fees. Environmentally, the MCP system provides both a new source of energy and a market—albeit a small one—for used cooking fats.

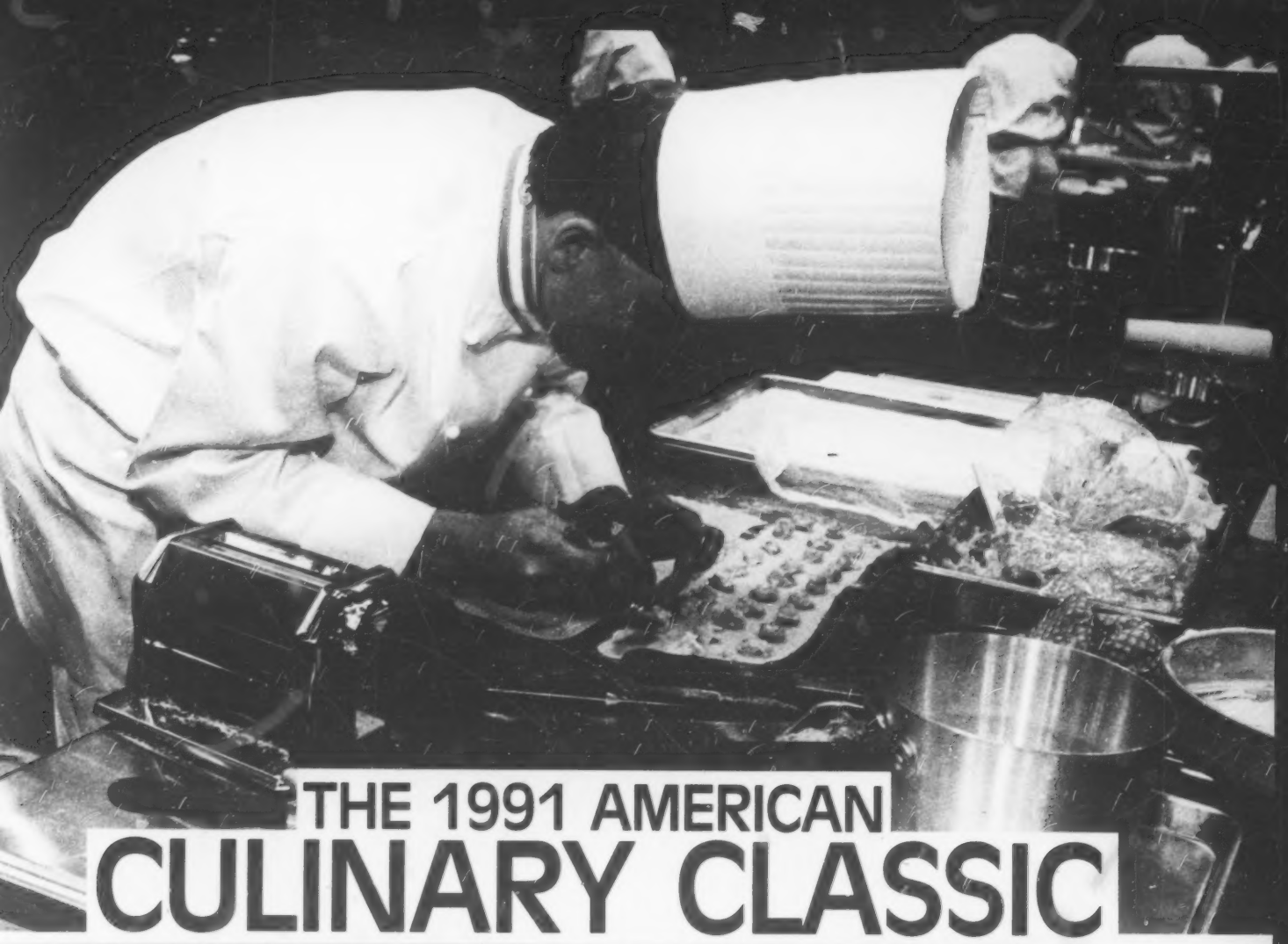
Back to basics

For many companies, however, technology did not necessarily hold the answers. Keyes Fibre Company (makers of Chinet table accessories) advanced its recycling process by moving back to the basics—and back to the earth itself—through composting. Composting is the controlled biological breakdown of biodegradable waste, including food and paper waste. The end product resembles soil or humus, which can be added to the soil to improve its properties, much as peat and mulch are used. Keyes Fibre believes that composting, long used as a solution for disposing of yard and garden waste, will become the "new" safe and practical commercial method for controlling solid waste.

Reusable tableware marketers, always well represented on the Show floor, adopted an environmental slant this year as manufacturers promoted their products as the earth-friendly alternative to disposables. On May 20, a new foodservice association, the Foodservice Coalition for a Better Environment, held its first official press conference, announcing itself as a new environmental watchdog and information source for restaurateurs.

The group, spearheaded by Ecolab and Hobart Corporation, is composed of 16 members representing companies whose primary focus is reusable products such as china, glassware and serviceware. The group's main objective is to promote the benefits (ecological and economical) of reusables and to serve as an information source and consultant to restaurateurs concerned about the environment.

The coalition is involved in several research projects, including a joint effort with the Rochester Institute of Technology that produced a cost-comparison model between disposables and reusables that restaurateurs can use to see how the two compare in their particular establishments. The group has also planned a "cradle to grave" study on the environmental impact of both reusables and disposables, and a feasibility study on the use of on-premises reusable ware in fast food units. "We know we can impact the fast food market," said Ecolab's Rem Laan. "It's just a matter of seeing where changes can be made." ❑



THE 1991 AMERICAN CULINARY CLASSIC

A true highlight for Show attendees this year was the sight of chefs from all over the world competing in the American Culinary Classic—in glass-enclosed kitchens set up right on the Show floor at McCormick Place. Knives flashed, steam hissed, and pots and pans clanged as chefs worked against the clock to create plates of masterful perfection. Operating on little sleep and much adrenaline, this year's competitors displayed spirited and artful food presentations that pushed the boundaries of culinary competition.

by Jennifer Batty

Chefs from 15 nations pitted their culinary skills and creativity against each other at the American Culinary Classic held during the National Restaurant Association Show in Chicago. After four days of heated competition witnessed by thousands of Show attendees, the team of chefs representing Germany emerged victorious. Canada, Switzerland and the United States finished second, third and fourth, respectively.

The Classic is one of the major international competitions that helps prepare chefs for the event commonly known as the "Culinary Olympics," to be held in Frankfurt, Germany, in October 1992.

Teams of master chefs at the American Culinary Classic competed in two areas: cold food and hot food. Although the cold food competition offered onlookers a chance to marvel at the artfully prepared food, the hot food competition is thought to be the "true" test of culinary skill. "The hot food competition separates the men and women from the boys and girls," said Baron Galand, one of the American Culinary Classic judges and a senior adviser and foundation director for Team USA.

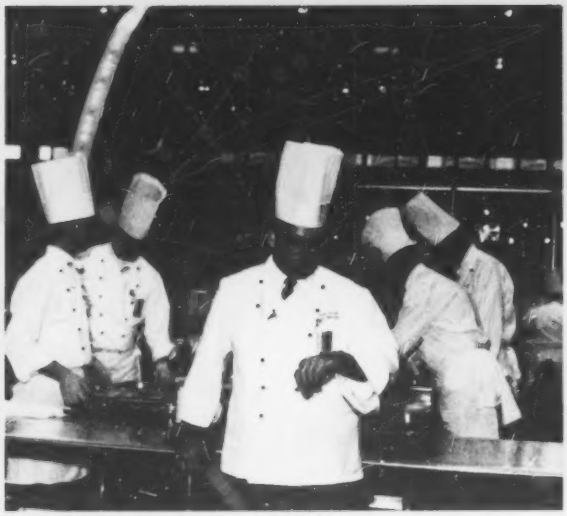
Mystery baskets

The day before each team was to compete in the hot food competition, the team was given a mystery basket of ingredients. An hour after receiving the basket, the team had to submit a menu to the judges. This menu had to include an appetizer and/or soup, a complete main course, a salad and dessert.

At their hotels that night competitors were allowed to [illegible] the *mise en place*—as much preparation as possible without cooking the food. The chefs began cooking the food at 7 a.m. the next morning. By 11:30 a.m., they had to have 80 complete meals ready to present to judges.

In the hot food competition, teams were judged on the taste, presentation and nutritional aspects of the food, as well as on the *mise en place*. The day of the competition, the judges watched the teams in action

Thousands of Show attendees watched the Culinary Classic action in the glass-enclosed kitchens.



Keith Keogh, manager of Culinary Team USA, checks the time as his team races against the clock.

inside the kitchens to see how they worked under pressure.

Each day, four teams took over the glass-enclosed kitchens at McCormick Place and made them their own for the day. The chefs brought their own satchels and briefcases full of irreplaceable cooking equipment: a knife that slices vegetables perfectly, a whisk that's never failed or an odd-shaped cup that always comes in handy.

Little time for sleep

The Classic was both a physical and a mental challenge. It wasn't enough that these teams had to work on a few snatched hours of sleep and prepare meals for 80 people in a set amount of time. In addition, the food had to be perfect, the chefs had to work well together, the work space had to be scrupulously clean and waste had to be kept to a minimum. And, of course, teams had to cook with hundreds of curious faces pushed against the glass walls enclosing their kitchens.

That's enough to make even the best chef's toque droop. "We're in the public light every day," said Fred Zimmerman, a member of Team Canada. "The chefs who compete here are used to performing under extreme pressure. The team members must be able to concentrate and shut out any distractions so that they work together smoothly."

Jostling for a view

Show attendees were drawn to the action by the tempting smells wafting from the kitchens, the smoke and steam that billowed toward the ceiling, the noise of clanging pots and the frenzied action from behind the glass walls.

Many of the people jostling to get a better look at the teams in action were chefs, culinary students or people considering entering the field. Hubert Schmieder, chef/instructor in the Restaurant, Hotel and Institutional Management Department at Purdue University, was one of the attendees maneuvering for a better view. Schmieder was a member of the U.S. team in 1964, and he attended the Show this year to watch the competition.

"Competitions such as this put chefs in the limelight," said Schmieder, adding that it attracts young people to the profession. "They see all these beautiful presentations, and they see that chefs must also be artists."

"This is an art form"

Each day, several teams participated in the cold food competition. These competitors were picked up from their hotels at 3 a.m. so they could begin to set up the elaborate food displays at 4 a.m. The displays had to be completed by 8 a.m. for the judging at 8:30 a.m.

The teams had much more time to prepare the food for display in the cold food competition than in the hot food competition and were able to let their imaginations guide their hands. "In the cold food competition, the visual aspect is all-important: presentation, originality, new ideas—this is an art form," said Galand.

Judges for the Culinary Classic noted several trends in the cold food displays: smaller portions of meat, the use of more legumes and plant protein, smaller portions of food per individual serving and many platters arranged in a Far Eastern style.

"We look at the composition on the plates. It has to make sense. If a plate has all softs—food that has been ground up—there is not enough texture there. For me, there must be something with a bite to it," said Galand. "The plates must also make sense nutritionally."

The judges also scored the cold food presentations on practicality—an area that has grown more and more important over the years. "We critique platters for the chefs after the judging," said Galand. "If something is labor-intensive, we would say to the chef, 'If you were in a restaurant, you would need five extra people to prepare this for your customers,' " he said.

Practicality is even more important in the choice of ingredients. "When we see a team using truffles that cost $900 a pound, and they put $60 worth of truffles on one plate, then we point out that they would have to charge $180 for that meal in a restaurant in order to make a profit. Who is going to pay that?" asked Galand.

A taste of home

Many of the presentations incorporated foods indigenous to the competitors' homelands. Team Singapore

A panel of international judges evaluated plates on both taste and presentation.

Chefs Keith Coughenour and Michael Russell prepare hot food in the Culinary Team USA kitchen.

Many attendees snapped photos of artful food displays, such as this presentation by the Singapore team.

used eel and stingray. Team South Africa prepared a Zululand lamb specialty, and Team USA prepared a turkey platter for its cold food display.

Singapore, one of the gold-medal winners in the cold food competition, used many traditional items like fans, musical instruments, eating utensils and dragons to decorate their table.

The Austrian team and Team USA both brought the outdoors indoors to the competition. The Austrian team covered its display table with a blanket of grass and displayed a fountain in the middle with a small rock pool.

Team USA brought a topiary sculpture all the way from Disneyland to grace its cold food display table.

Cold food controversy

Team USA's towering topiary and food displayed on plain white plates (instead of fancy china and silver) were a departure from normal displays at such competitions. In a daring and controversial move, the U.S. team also put out food from its cold food display for the judges to taste. "We made everything fresh, and we wanted the judges to grasp our cold food presentation not only from its visual appeal but from the actual taste of the food," said team manager Keith Keogh.

The cold food tastings put out by the American team were not allowed to be counted in the judging. "Sometimes when you spring this stuff on people, they aren't ready. It was a bit radical, but I think it is a tremendous idea. I like it," said Galand.

The attempt was well received by most of the judges. "They are trying to show that the food not only looks good but that it tastes good as well. Although Team USA will not receive credit for initiating the idea in today's judging, they will get credit in culinary history," said Classic judge Hans Bueschkens.

Each day of the Classic, gold, silver and bronze medals were placed next to the competing teams' names on a board in front of the competition area. On the fourth and final day, observers noted that there seemed to be a tie between four teams, each with gold medals in the cold food and hot food competitions. Until the evening awards ceremony held at the Field Museum of Natural History, no one but the judges knew who had emerged victorious.

As proof of the high quality of competition, the top four teams overall were less than one point apart in their scores. Germany achieved a score of 36.95, Canada scored 36.93, Switzerland scored 36.48 and the United States scored 36.38. ❑

Jennifer Batty is a communications specialist at the National Restaurant Association.

U.S. team places fourth

Although Team USA did not take the top slot at the American Culinary Classic, the team did receive gold medals in both the cold food and hot food competitions. Team manager Keith Keogh was pleased with the team's performance in the Classic. "We put out everything new that we could," said Keogh, "and we knew that some of it would be taken well and some of it wouldn't. We wanted to get all this feedback before the Culinary Olympics so we took our chances on our home turf."

As a result of their daring, Team USA got a much stronger evaluation from the judges than the more conservative teams did, said Keogh. "We had some things that we thought were outstanding—like the topiary and the white plates without any silver—that they didn't like. We were keeping economics in mind for many of our choices, and the judges told us they don't take that into consideration, as far as the settings. They don't think that far away from the food itself," he said.

Since the competition, Team USA has reevaluated some of its plans for the Culinary Olympics, which take place in Frankfurt in 1992. "We got out of the competition exactly what we wanted. These strong critiques caused some philosophy changes," said Keogh. "We got more feedback from the judges, so I think we profited the most. If that is true, it will be seen in Frankfurt."

Culinary Team USA is sponsored by the U.S. Culinary Team Foundation, under the auspices of the National Restaurant Association and the American Culinary Foundation.

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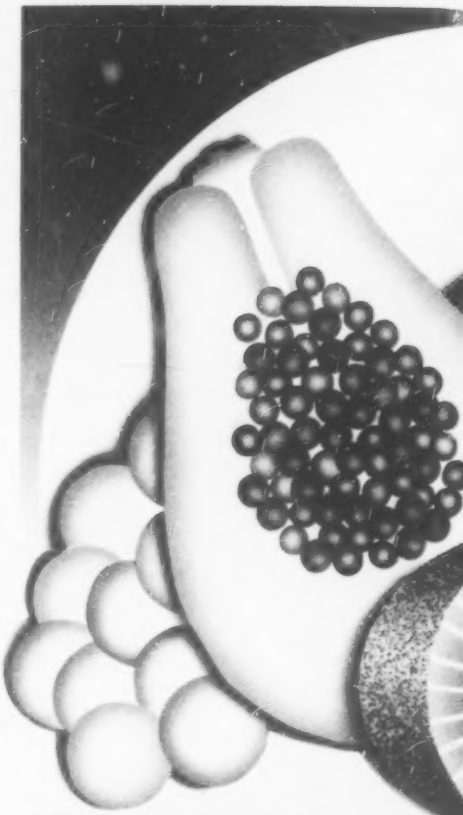

DISCO

Summertime is a great time t
With their eyes on both
chefs are moving fruit clos

by Jay Solomon

In the theater of the culinary world, fruit is about to take center stage. Always the understudy, never the star, fruit is finally achieving a billing on the menu marquee equal to that of perennial stars such as beef, chicken and fish.

Fruit adds succulence, natural sweetness, nutrients and texture to a whole genre of innovative and healthy dishes. Citrus-grilled swordfish, pork loin with peach mustard, sauces infused with apricots and plums, and salads tossed with berries, papayas and mangoes are bursting onto menus.

Fruity entrees

This is the perfect time for fruit-inspired entrees. Many customers (and chefs) are searching for wholesome, unpretentious and value-oriented meals. Dishes prepared with grapes, apples, peaches, bananas, pears and other popular kinds of fruit are a welcome reprieve from the spectacle of Belgian endive, salmon mousse and baby carrots. Simple but elegant, fruit entrees are the cure for anyone with a lingering culinary hangover from the nouvelle cuisine bash of the 1980s.

Sauteing sliced fruit with the main entree is a quick and easy way to add tang to a meal. Tarragon chicken with apples has been one of the most popular items on my menu for years. Chicken is sauteed with apples, cashews and tarragon, and then simmered in a mustard cream sauce and tossed with pasta. The apples impart a warm, aromatic flavor to the dish. Pears, nectarines or peaches can be substituted for the apples.

Citrus fruit and fruit juices make penetrating marinades. Although lemons and limes have long been used in fish marinades, other juices (such as grapefruit, orange, pineapple and cranberry) team up well with vinegar, soy sauce and Worcestershire sauce for strongly flavored marinades. Japanese-grilled steak, for example, is marinated in soy sauce, mirin (sweetened sake), pineapple juice, cranberry juice, ginger and garlic. This marinade can also be used with chicken or fish.

Fruit adds zest, texture and color to tossed salads and dressings. Apples, pears, pineapples, grapes and blueberries can be chopped and added at the last minute with spectacular results. Tropical fruits, such as mangoes, papayas, star fruits, pineapples and kiwis, enliven a salad of mixed greens. Vinaigrettes prepared with peaches, plums, nectarines or raspberries transform an ordinary tossed salad into a delectable and colorful first course.

Diced fruit also reinvigorates a variety of luncheon salads. Chicken, tuna and pasta salads are greatly enhanced by crunchy apples, pears, grapes and dried fruit such as raisins, dates or apricots. Today's sophisticated customers will find a salad of chicken, pear and walnut more enticing than the standard chicken salad fare.

Fruit has never been a stranger to the dessert list. Many menus, however, could use a jolt of inspiration. Beyond apple pie and cherry tart, fruit can offer a twist to the dessert plot. Mango cobbler, pineapple and coconut crisp, peach sorbet, and blueberry shortcake are some inviting options. Many kinds of fruit are interchangeable in desserts, so you're only limited by your imagination.

As with vegetables and herbs, it is important to match fruit with the right ingredients. Citrus fruit is best paired with fish and shellfish. Semi-sweet fruit, such as apples, nectarines, peaches, bananas, plums, apricots and grapes, complement mild chicken and pork entrees. Extremely sweet fruit, such as strawberries, raspberries and watermelon, should be

CITRUS-GRILLED SWORDFISH

Serves 4

Ingredients:
1 cup orange juice
1 cup grapefruit juice
½ cup dry sherry
¼ cup lime juice
1 Tbs. fresh thyme leaves
¼ tspn. cayenne pepper
¼ tspn. salt
1½ lbs. swordfish steaks
1 Tbs. paprika

Method:
Combine the citrus juices, sherry, thyme, cayenne and salt in a shallow baking dish. Add the swordfish and refrigerate for 4 hours. Turn over the steaks after 2 hours.

Preheat the grill until the coals are gray to white.

Remove the fish from the marinade. Lightly oil the grill and place the fish over the heat. Lightly sprinkle paprika over the fish. Turn after 5 to 7 minutes. Continue grilling for 5 to 7 minutes more or until the fish is opaque in the center.

Remove the fish, place on warm plates and serve immediately.

—Courtesy of Jay Solomon

Nutritional analysis per serving: 366 calories, 44 grams protein, 17 grams carbohydrate, 9 grams fat, 334 mg. sodium, 86 mg. cholesterol

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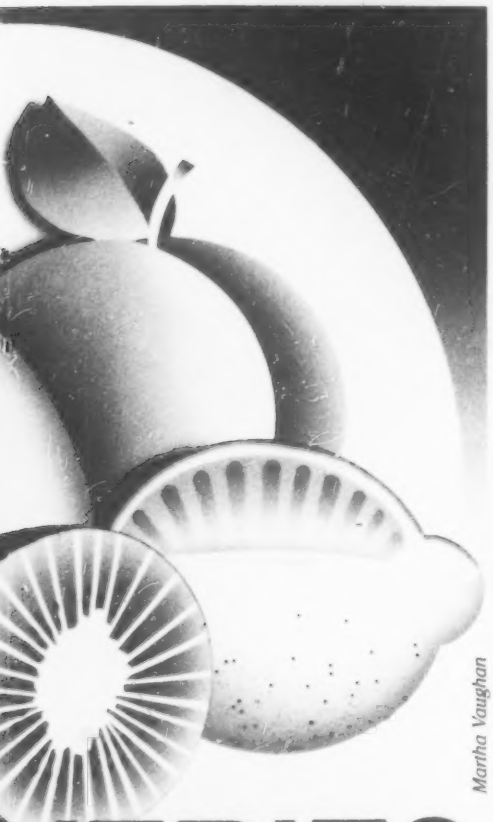


Martha Vaughan

VERIES

**add fruity dishes to your menu.
menu trends and food cost,
r to the center of the plate.**

complemented with a tart fruit or vinegar. Firm, sweet-and-tart fruit, such as green apples, mangoes and pineapples, are the most flexible. As with any new creations, it's a good idea to sample the fruity entrees yourself or with your staff.

Promoting and purchasing

Fruit is easy to describe and merchandise. Envision an orchard in your backyard and use bountiful, lively language: succulent Maine blueberries, plump and juicy peaches, rosy California nectarines, glistening grapes, plums bursting with flavor, crisp New York apples, exotic Florida mangoes and Hawaiian coral papayas. One doesn't need a thesaurus to describe nature's juicy morsels in an irresistible way.

The nutritional aspects of fruit should also be trumpeted. Fruit is high in vitamins, minerals and dietary fiber, and is low in calories, with negligible sodium and fat. Leaving the peel on most fruits maintains their nutrients and texture—and leads to less waste and labor.

Purchase fruit that is ripe, unbruised and wrinkle-free. Fruit should exude a fruity bouquet. Be aware that color does not always indicate ripeness. Rather, it may reflect variety. If possible, feel fruit for ripeness and blemishes.

Some fruit will ripen in storage; other kinds will only ripen in the garden. Unripe peaches, plums, nectarines, mangoes and bananas will ripen in a paper bag over a few days at room temperature. Apples, pears, oranges and grapefruits ripen on the tree. Most ripe fruit is optimally stored in the refrigerator—bananas, of course, being the exception.

Although most types of fruit are now available year-round, for menu planning and cost considerations it's a good idea to know the optimal seasons. The stone fruits (peaches, nectarines, plums and apricots) are most readily available from May to late summer. Apples and pears peak in autumn. Cranberries peak around November, but are one of the few kinds of fruit that maintain their freshness even after freezing. Berry season runs from spring until early late summer. Mangoes are abundant from April through early summer. Some fruits are readily available throughout the year. These include grapes, oranges, bananas, apples, pears, grapefruits and pineapples. Consult your produce distributor for more detailed seasonal listings.

Seasonal means reasonable

Incorporating fresh fruit into the menu will also contribute to a lower food cost. Most kinds of fruit, especially those in season, are very inexpensive. In most markets, one banana costs 10 to 15 cents, peaches and nectarines cost around 30 cents, and a pint of strawberries or blueberries costs just over one dollar. Granted, prices fluctuate throughout the year, but relative to other ingredients on the menu, fruit is a great deal.

With a little creativity, homework and inspiration, fruit will have a dramatic impact on your restaurant clientele. Although once destined for the backstage roles of garnishes and fruit-and-cheese plates, fruit is now attracting the spotlights. ❑

Jay Solomon is the chef and owner of Jay's Clinton Hall Cafe in Ithaca, New York.

TARRAGON CHICKEN WITH APPLES

Serves 5

Ingredients:
8 ozs. uncooked linguine or angel hair pasta
2 Tbs. butter
1½ lbs. boneless and skinless chicken breasts, diced
2 apples or pears, sliced, unpeeled
1¼ cups raw, unsalted cashews
1¾ cups light cream
½ cup Dijon-style mustard
2 to 3 tspns. dried tarragon

Method:
Place the pasta in boiling water to cover and cook according to the package directions or until just tender, stirring occasionally. Drain the pasta and chill under cold running water. Set aside.

In a large skillet, melt the butter over medium heat and add the chicken breasts. Cook for 4 to 5 minutes, stirring occasionally.

Add the apples and cashews and continue to cook for 2 to 3 minutes more, or until the apples are soft and the chicken is white in the center. Continue to stir.

Stir the cream, mustard and tarragon into the pan and bring the mixture to a simmer. Cook for about 1 minute more, and then thoroughly blend the pasta into the mixture. Cook for about 1 minute more or until the pasta is steaming.

Remove the pasta to 5 warm plates and serve with warm bread.

—Courtesy of Jay Solomon

Nutritional analysis per serving: 889 calories, 55 grams protein, 50 grams carbohydrate, 54 grams fat, 505 mg. sodium, 220 mg. cholesterol

by Joan E. Herlong

BRINGING HOME THE BAKING

Adding a bakery to the restaurant isn't easy, but for some operators it has brought the aroma of success.

If the current shortage of qualified bakery and pastry chefs is an accurate indicator, then fresh-baked goods must be "hot." Many restaurants are finding that homemade breads, rolls and desserts can be a marketing tool for bringing in more business and heating up sales.

"We're a seafood restaurant, but now we're equally well known for the quality of our freshly baked bread," says Tom Ponzini, director of planning and product development for Gaido's restaurant in Galveston, Texas. Gaido's built on its long-standing reputation as a seafood restaurant by adding fresh-baked goods to the menu in 1985. "Most of our positive comments center on bread and desserts. Customers now say our bread is a reason to come back," says Ponzini.

On-premises baking has the marketing potential to help a restaurant make more dough, but it is not an expansion to take lightly. Just as baking itself takes time, training and patience, branching into on-premises baking requires those things plus capital to avoid getting burned in this highly competitive market.

Benefits of baking your own

One of the greatest advantages of doing your own baking in the restaurant is bringing the aroma of baking on site. Customers are often lured to an establishment by the heady aroma of fresh-baked breads and desserts. "Just the smell of the bakery instills a certain ambience of healthy, hearty, wholesome foods," says Michael Franks, co-owner of Misto Caffe and Bakery of Torrance, California. Freshly baked goods from the retail bakery in Misto Caffe lend a certain cachet to the restaurant, says Franks. "It creates an energy, and it's a great marketing angle."

Schlotzsky's, a chain of 240 sandwich restaurants based in Austin, Texas, bakes its own whole wheat and sourdough rolls from scratch daily. Director of franchise services Darrell Kolinek says on-site baking provides a great marketing effect.

"The aroma of bread baking brings freshness to mind and keeps it there for the customer," he says. "The customer thinks, 'If the bread is fresh, then everything else must be fresh, too.' We make it clear to the customer that we bake it there from scratch. They can see all the raw ingredients up front, and the response is positive across the board."

Kolinek adds that on-premises baking also lends itself to extensions of the menu: "Doing our own rolls allows us to try out other bread types, and we're even branching into pizza dough. Now we serve pizza during certain hours."

Larry Mindel is chairman and chief executive of Il Fornaio America Corporation in San Francisco, which now includes Il Fornaio Cucina Italiana, a combination bakery/cafe in Corte Madera, California. Mindel says that baking from scratch helps build a reputation for quality, attention to detail and tradition. "Our bread is baked from very old recipes originally developed in Italy, and we're known for that," says Mindel. "Great bread is a very important part of great restaurants today."

Baking's bottom line

On-premises baking can also make bottom-line sense for operators who run efficient kitchens. As Tom Ponzini of Gaido's points out, "The price of bread has risen much faster than the price of raw ingredients in the past few years. The more raw product used, the greater the purchasing power. Our efficiency in the kitchen is much better now than when we started out baking. We've realized benefits not just in terms of costs but also in the quality of our breads."

Darrell Kolinek of Schlotzsky's surmises that "it's probably cheaper to bake the rolls our way [from scratch], because we can haul all our bulk ingredients without refrigeration costs. But even if we found that it wasn't cheaper, we wouldn't change. We firmly believe it's the best way to go."

Before donning a baker's hat, a restaurateur should remember that operating a bakery is not the same as running a restaurant. For some restaurants, on-premises baking is an effective marketing tool but not necessarily a profit center. Larry Mindel of Il Fornaio argues that the transition to on-premises baking is a difficult one: "A bakery is not a restaurant. It really is a separate business, and you have to be prepared to learn and manage a whole new business."

Establishing on-premises baking naturally demands capital. Mindel counsels that baking is labor-intensive, asset-intensive and rent-intensive because, in effect, you have to have a second kitchen for it. "Bakers' hours are weird, too," says Mindel. "It's easy to underestimate the labor involved."

On the other hand, Ponzini found the transition into baking at Gaido's was fairly easy. "Actually, I found that it was easier to develop this aspect of the restaurant than the restaurant itself," says Ponzini. "I don't think it's like a whole new business. It's a less tense environment, less high-pressured because you've got to allow yourself a lot of lead time for developing your product. It's not like dealing with the guest who wants his grilled fish right now."

Knowing the risks

Before branching into on-premises baking, it's important to secure a skilled baker—and there's the rub. Ron Wirtz, library director for the American Institute of Baking in Manhattan, Kansas, cautions, "Skilled cooks are not the same as skilled bakers. Even if restaurants were not getting into baking themselves, there would still be a critical shortage of knowledgeable bakers here and abroad."

Training your own staff in baking is a viable alternative to hiring a certified baker or pastry chef. But as Ponzini of Gaido's restaurant admonishes, "Training your own staff will demand a significant amount of time, effort and money."

Wirtz demurs when asked for even a guesstimate of a minimum capital outlay for on-premises baking. "Capital investment for on-site baking varies, depending on how serious you want to get," says Wirtz. "If you intend to bake from scratch, you'll need a trained baker, a mixer, proof cabinets, ingredients and storage areas for those ingredients." You will also need to allocate kitchen space for baking.

Baking equipment is expensive. Michael Franks of Misto Caffe and Bakery says, "We're talking $80,000 to $90,000 for equipment, and we're not even at full-strength capacity."

Although quality control is often one of the benefits of do-it-yourself baking in a restaurant, it can also pose a risk. Larry Mindel maintains that unless a restaurateur can fully commit to excellent on-premises baking, it's difficult to sustain consistent quality. "I went to a really nice restaurant a couple of weeks ago," Mindel relates. "It's not an inexpensive restaurant—a $100 dinner for two—but the guy had a very small on-premises baking operation. The bread was undercooked, and it was terrible. Why do that to a meal?" In other words, bringing the baking in-house adds one more variable to your menu.

Words of advice

To have a successful on-premises baking program in a restaurant, an operation must serve a sizable customer base. One rule of thumb is that at least 150 to 200 dinners per night must be served to support an in-house bakery.

"Do your homework," says Tom Ponzini of Gaido's, which serves more than 400,000 dinners annually. "Look into finding or training capable bakers or pastry chefs. Look into the cost of equipment, the cost of labor, the cost to train that labor, and the cost of your square footage devoted to baking. Research the market: Is there enough of a demand to make the investment pay off?"

"You need to have a plan," says Michael Franks. "We did our homework before getting into this. You need to design a kitchen that will meet your demand. A bakery really is a separate business, so you have to determine what your real market is."

Adding baking takes a long-term commitment. "It's not something to

Making your own bakers from scratch

Training your own staff in the art and science of baking is probably the best way to get around the shortage of qualified bakers and pastry chefs. A loyal employee already has an interest in seeing your business succeed and may appreciate the opportunity to learn more and become more valuable to the restaurant.

When management at Gaido's restaurant in Galveston, Texas, decided to start baking their own breads and desserts, "we had no experienced bakers and no knowledge of baking," says Tom Ponzini, director of planning and product development. "A pastry chef hired from outside would not have been a detriment, but we wanted to go about it our own way, at our own speed. We felt that the learning process would ultimately make us come out stronger in the end." So Ponzini went to school.

"I studied several books on baking, and Gaido's sent me to the American Institute of Baking for a three-week course covering all aspects of baking," Ponzini recalls. "We had already decided what we wanted to bake, so I had specific goals in mind. I came out of that with a better understanding of what equipment was needed. I also worked as a baker's apprentice, in addition to my regular work here, and I started experimenting with different items.

"Gaido's also sent me to cooking school in France for a year. When I returned, I began refining what we had already tried out and started adding new items. We had a lot of trial and error at first, but we knew that would happen. All this took place over the course of about two years."

According to Ron Wirtz at the American Institute of Baking in Manhattan, Kansas, baking courses can be as short as a week-long seminar (which can be very helpful in management's initial research phase) to as long as several years. Correspondence courses are also available. Extensive training is obviously more involved. Kansas State University, for example, offers bachelor's, master's and doctoral degrees in baking science and technology.

Here is a list of some institutions in North America that provide condensed to comprehensive training on all aspects of baking, from the actual preparation techniques to marketing and retailing:

American Institute of Baking
1213 Bakers Way
Manhattan, KS 66502
(800) 633-5137

Kansas State University
Department of Grain Science & Industry
Shellenberger Hall
Manhattan, KS 66506
(913) 532-6161

Camden County Vo-Tech Schools
343 Berlin Cross Keys Road
Sicklerville, NJ 08081
(609) 767-7000

Clark College
1800 E. McLoughlin Blvd.
Vancouver, WA 98663
(206) 694-6521

Contra Costa College
2600 Mission Bell Drive
San Pablo, CA 94806
(415) 235-7800

The Culinary Institute of America
651 S. Albany Post Road
Hyde Park, NY 12538
(914) 452-9430

Duluth Technical College
2101 Trinity Road
Duluth, MN 55811
(218) 722-2801

Dunwoody Institute
818 Dunwoody Blvd.
Minneapolis, MN 55403
(612) 374-5800

George Brown College of Applied Arts & Technology
Box 1015/Station B
Toronto, Ontario M5T 2T9/Canada
(416) 867-2000

Los Angeles Trade Technical College
400 West Washington Blvd.
Los Angeles, CA 90015
(213) 744-9500

Mankato Technical College
1920 Lee Blvd.
North Mankato, MN 56001
(507) 625-3441

Oklahoma State University
Hospitality Services Department
1801 East 4th Street
Okmulgee, OK 74447
(918) 756-6211 (x220)

Tom Ponzini shows off Gaido's pecan pie.

just 'try out' for a while," says Ponzini. "It takes two or three years to break even on your initial investment. Do you have the time to iron out the kinks in your operation and to wait to recoup your initial expenses? It took us three years to break even."

Once you have determined you have enough traffic and the right market to justify venturing into baking, the critical next step is to "find a good baker or pastry chef," says Franks. "Make sure you have the right chef before you even get into the equipment phase. Make your bakery chef a vested partner, or at least make sure that person is very well taken care of. Give them a vested interest in making the thing work."

Ron Wirtz of the American Institute of Baking concurs: "You need trained personnel before you get into equipment. If you cannot find a trained baker, you can always send a trusted, talented member of your staff to baking school. There are a number of schools that train bakers and pastry chefs across the country."

Assuming you have the volume, the market, the staff and equipment, the only remaining variable is what to bake. Lori Gray, owner of Cafe Creme de la Creme in Rochester, New York, advises beginners in baking to stay focused.

Gray's cafe serves light fare such as soups, sandwiches and signature dessert pastries featured prominently in a

glass display case up front. Word of mouth has made Creme de la Creme's pastries so famous that "many customers will go to another restaurant for a full meal, but then they come to us for their dessert afterwards," says Gray.

"Start small," says Gray. "Bake a few things very well rather than taking on too much at first. Do what you do best, but be sure you can do it. Don't overextend yourself. It's best to develop a signature product and then build from that."

"Specialize," exhorts Michael Franks. "I wouldn't touch cinnamon rolls or bran muffins for a million dollars. That's been done and done and done. If you specialize well, the world will make that trip around the corner and down the alley to find you." ❑

Joan E. Herlong is a freelance writer in Greenville, South Carolina.

BREADS AT THE SHOW: A HEALTHY SIGNATURE OF SERVICE

As the restaurant industry returns to the fundamentals of both food and hospitality, no one item fits as comfortably into both categories as bread does. A warm basket of rolls or a fresh-out-of-the-oven loaf on the table invites customers to relax, settle in and enjoy the meal that follows. It's a before-dinner gift, a symbol of hospitality.

Although bread itself is a simple and classic signature of service, the bread presented need not be simple at all. In fact, customers today are open to a wide variety of new and different tastes and textures in their breads. The Show floor revealed an enormous variety of shapes, sizes, textures and flavors to choose from. Many of the bread products featured at the Show allow restaurateurs to add a signature item without having to bake from scratch.

Breakfast breads, like biscuits and muffins, seem to be rising in popularity. Rustco Products Company unveiled its new muffin mix, which comes with a package of real fruit. Wheatland Farms (a subsidiary of Pioneer Flour Mills) introduced two new biscuit doughs and a new soft breadstick. Lender's Bagel Bakery promoted its new soft bagel, hoping to win over consumers who find traditional bagels too chewy.

Ethnic and regional breads were well represented at the Show. The Wheat Foods Council offered a booklet entitled *Ethnic is Now: Wheat Foods for the Industry's Cutting Edge*, which included several recipes from countries where breads play a major role in the daily diet. Offerings run the gamut from the familiar French brioches to the more exotic tijgerbrood or "tiger bread" from the Netherlands, Greek lavash (a lean cracker-like bread) and Tunisian terabelisi bread.

Exhibitors at the Show seemed well aware of the growing trend toward the exotic. Metz Baking Company unveiled its new European Whole Wheat Bread—a rounded loaf with a coarser texture and higher nutrient content than most white breads. Balducci Enterprises offered attendees a taste of its new rosemary *focaccia* bread. This Italian specialty is crusty on the outside, soft on the inside and lightly flavored with herbs.

New York Flatbreads showcased its flatbreads laced with flavors like garlic, onion and sesame—enough variety to please even the pickiest palate. Original American Scones of Chicago has developed a Yankee version of the British favorite, variations of which can include everything from apples and cinnamon to chile-pepper flavor.

Many of these new products are premade or partially made and frozen, to help operators deal with one of the industry's biggest problems—lack of skilled labor. Original American Scones quick-freezes its dough and offers scones both unbaked and prebaked. Wheatland Farms' new "superbiscuits" come premade, precooked and frozen. Rudi Foods Inc. marketed its "par-bake" method, whereby they bake the product 85 percent and then flash-freeze it before shipment. The restaurateur then bakes it the final 15 percent and serves it to the customer "freshly baked." Rich Products showcased its new Single Step Classics line of traditional and Southern-style biscuits, which are delivered frozen.

1991 SHOW

Back to the basics of nutrition

One reason for the proliferation of bread specialties is the rising interest in nutrients found in grains and grain products. A banner above the Wheat Foods Council's booth proclaimed wheat foods "the energy natural," and many other manufacturers showcased the nutritional benefits of their products.

Low-fat, low-cholesterol, fat-free and cholesterol-free items abounded. Rustco Products Company, for example, introduced a new fat-free pound cake. Golden Dipt/DCA offered new fat-free and cholesterol-free muffins aimed at restaurateurs, especially fast food operators, as well as a new low-sodium line of breaded coatings. Original American Scones offers a cholesterol-free alternative to its traditional cream scone. Lender's marketed its new soft bagel and other products as "good and good for you." "More people are looking to dissect products [nutritionally]," said Barry Ansel, executive vice president of sales and business development for Lender's.

Metz Baking Company is placing more emphasis on its whole wheat products, including a new brown 'n' serve whole wheat French loaf. On the flip side, Campbell Taggart Inc. (a division of Anheuser-Busch) is focusing on white bread—with a difference. Its new Iron Kids Bread line, introduced this past winter, features white bread with all the fiber, iron and nutrients found in whole wheat bread. Iron Kids Buns, based on the same principle, were unveiled at the Show.

As nutritional trends continue toward fat-free, high-energy foods and as service trends move back to the fundamentals of hospitality, bread and bread specialties will play a bigger and more vital role in restaurant dining. And as the Show floor revealed, restaurateurs will have a growing variety to choose from to fill this basic need.

—Melanie A. Crosby

No one attending the National Restaurant Association Show can make it to every booth and every event. For those who missed this year's Show, and for those who couldn't be everywhere at once, Restaurants USA brings you more highlights.

THE 21st ANNUAL CULINARY ARTS SALON

The trend was toward "simplified elegance" at this year's Culinary Arts Salon, the trendsetting annual display of culinary art at the Show.

The National Restaurant Association, in cooperation with the American Culinary Federation and the Chicago Chefs of Cuisine, held its 21st annual Culinary Arts Salon Competition at this year's Show. More than 200 chefs, apprentice chefs and students competed for awards in several categories: hot foods shown cold, cold foods, platters, desserts and centerpieces.

In his remarks at the salon's awards ceremony, Chef Mark Erickson, head of the judging committee for this year's salon, stated, "The overall quality of the show is better than it has ever been," adding that the annual salon always leads to more innovation.

This year's salon featured more seasonal and regional dishes. Erickson pointed out that many of the foods, including rabbit, asparagus and mushrooms, are commonly considered spring foods. He added that there was less emphasis on platters (which are part of the presentation), that portions were being downsized and that dishes presented were more practical than they have been in the past.

Stacy Radin, a certified pastry chef who judged the desserts presented in the salon, pointed out that even the desserts are moving toward what she termed "simplified elegance." Radin also noted that fresh fruits became more prominent in the salon as part of the move away from heavier, more extravagant sweets.

These shifts were perhaps most obvious in the display of Sylvia Joyce Hayes of Schoolcraft College in Livonia, Michigan, who received the Best of Show award for scoring the most total points in the competition. In what she herself termed a "risky presentation," Hayes displayed her own vision of an upscale picnic. The picnic tabletop featured chilled cucumber soup with smoked rainbow trout and fresh dill, a platter of Gulf Coast shrimp variations and an appetizer of lobster timbale with Southwest white-corn stew. As an entree, Hayes presented a boneless barbecued lamb riblet with summer grilled vegetables and polenta with chopped chile peppers. Her picnic display also included a straw hat, flowers and a pair of reading glasses to complete the scene.

Kerry Ellen Kelzenberg won two awards for her fanciful Mother Goose display in marzipan.

"I wanted to pull up a chair and eat"

The theme was obviously well received by the judges. Judge Mark Erickson said of the entry, "I wanted to pull up a chair and eat," adding that Hayes' display was "approachable" food, that it was well executed and was less showy than some other entries.

The Best Junior Culinarian award went to Jeffrey A. Wagers of the National Center for Hospitality Studies at

Chefs and other Show attendees perused the Culinary Arts Salon for innovative food displays.

Sullivan College in Louisville, Kentucky.

Four other competitors, along with Wagers, received judges' special awards. Two other junior apprentices, Jim Cason of Central Piedmont Community College (Charlotte, North Carolina) and Christopher Carl of Schoolcraft College, and two professionals—Leo Waldmeier of the Drake Hotel in Chicago and Dudley McMahon of the Woodstock Club in Indianapolis—were honored for outstanding work.

A special competition category this year was for works in marzipan. Robert Simon of Simply Elegant in Omaha, Nebraska, took first place and honors for the most original marzipan display for out-of-town professionals for his bust of a chef. Kerry Ellen Kelzenberg won first place and "most original" honors in the marzipan category for Chicago professionals for her Mother Goose marzipan display. The Hermann Rusch Award was awarded to Claudine Marie Nicosia of the Culinary School of Kendall College for her marzipan carousel horse. ❑

Congratulations to Donald Dettling of Gregory, Michigan. Dettling joined the association during the Show and came away with more than a membership. In a prize drawing, Dettling won a complete computer hardware and software system.

Pictured are representatives of the companies donating the prizes. From left: Bob Knouse, IBM; Ron Provus, CaterMate; Bill Schwartz, FOOD-TRAK; Aaron Sorenson, Great Plains Software; William P. Fisher, Executive Vice President, National Restaurant Association and Harold Barndt, IBM.

GADGETS GALORE
NEW TECHNOLOGY AT THE SHOW

The move toward a more mechanized restaurant was evident in the technology displayed at this year's Show.

The consensus of several suppliers was that labor control and cost control are becoming increasingly important to restaurateurs, thereby generating demand for time-management and cost-management software. Eatec Corporation, Fisher Restaurant Systems and FOOD-TRAK/System Concepts, for example, demonstrated systems that emphasize recipe costing and inventory control.

Computer companies were not the only group to show advances in technology. Sharp Electronics, for example, displayed a new microwave oven with a sensor to detect when foods have reached their optimum "doneness." The oven also features an "express defrost" that uses graduated power of 20 percent, 30 percent and 40 percent to prevent the cooking of food while defrosting.

The Intelli-Host Corporation of Granite Bay, California, drew Show attendees to its booth to witness an automated restaurant seating system. The self-contained system is designed to tell which tables are taken and which are available for seating. The system keeps track of seating times and number of table turnovers, and it will estimate the wait for a table for a given party size. Remote keypads allow those who bus tables to tell the hostess when a table has been cleared, so that empty tables are not allowed to stay empty while customers are waiting.

Inventor Jeff Hilliard unveiled his improved automated seating system at the Show.

Although the product was at the Show last year, Jeff Hilliard, the system's inventor, revised the product to do more things to meet the demands of restaurateurs.

Hilliard got the idea for the system after one maddening restaurant experience. "I saw 35 empty tables, there were 60 people waiting and four hostesses. We walked out," said Hilliard. He then went home and started working on the system. Interest in the product was high, as the booth was continually crowded. Hilliard added that the next project for the firm was to develop a similar system for hotel room service.

Other innovations on this year's Show floor included a pizza-vending machine and a microwave oven that reads UPC codes to determine cooking time. ❑

ALSO SPOTTED ON THE SHOW FLOOR

Not all of the innovations displayed at the Show were high tech. As always, some of the most clever ideas were found by roaming the Show's miles of aisles.

□ **Floppy Cup.** Three-and-a-half years ago, an inventor in Salt Lake City got tired of spilling drinks in his car and decided to do something about it. Several hundred unsuccessful models later, the Floppy Cup arrived on display at the Show.

The Floppy Cup is touted by the InoTec Corporation, the product's manufacturer, as the "first no-worry, no-hassle beverage container for the '90s." The cup is made of a flexible, durable material, reminiscent of that used in metallic helium balloons, giving the cup the ability to roll with the punches, so to speak. It begins flat and expands as it is filled with ice and beverages. There is a finger tab on the plastic top through which a string can be hooked, so that one person can carry several cups at once.

"The Floppy Cup is perfect for any foodservice business with a drive-thru or takeout. You can hook a string through it and take it to the beach or on a picnic," said Dale C. Gledhill, president of InoTec, as he slung a Floppy Cup full of water over his shoulder with no spillage.

A logo or other artwork can be printed on the cups.

□ **Thermal napkin.** Why didn't someone think of this before? A thermal napkin to be used in a bread basket to keep bread warm.

William Peery and Jack Smith of the Add Heat Company of Arvada, Colorado, have a motto: "A good chef's charm is keeping food warm"—and that's what their inventions do.

It took three years to roll out the product after Smith, who has a background in foodservice, came up with the idea. The Thermo Napkin is a washable, wipeable, stain-resistant, insulated napkin that helps to keep food wrapped inside it toasty. The two inventors have also created variations on the Thermo Napkin, with pockets for utensils and condiments and a Velcro closure that could be used for room service or delivery orders.

The no-spill Floppy Cup made its debut at the Show.

Next on the drawing board for Add Heat is a battery-powered breadbasket that will impart heat from underneath.

□ **Noise-canceling telephone.** It's Friday night, and your restaurant is packed, but you are still receiving calls for reservations. The problem is the caller can't hear you talk over the background noise, and you can't hear the caller.

At the Show, Walker Equipment Corporation of Ringgold, Georgia, displayed noise-canceling telephone handsets for noisy environments such as restaurants. NoiseCensor is designed to cancel out background noise so that the caller only hears the host or hostess, and it allows the restaurant employee to hear more clearly as well because of the adjustable volume control on the handset.

□ **Scan and win.** Mid-America Merchandising, Inc., specializes in offbeat promotional ideas. The company brought one of its traffic-building gimmicks to the Show, and it worked so well that traffic snarled into a knot in the aisle beside the company's booth in McCormick Place East.

On the corner of the brightly colored booth was a Scan and Win machine. As Show attendees passed by, they were given postcards with bar codes on them, which they ran through the machine. An electronic voice then told participants what prize had been won. Winners delightedly carried off brightly colored straws and tote bags, and one lucky person left with a cellular phone. ❑

FOUNDATION SALUTES BERNS AND STUDENTS

Industry leaders and more than 200 of the country's finest foodservice/hospitality students were honored during the fifth annual "Salute to Excellence" Banquet held by the Educational Foundation of the National Restaurant Association during the Show in Chicago.

H. Jerome "Jerry" Berns of New York's "21" Club received this year's Thad A. Eure Jr. Ambassador of Hospitality Award in honor of his 52 years of commitment to the foodservice industry.

Before the banquet, a daylong student forum and a new faculty forum were held, giving both students and educators the chance to question foodservice professionals about the issues and challenges facing the industry. ❑

Jerry Berns of New York's "21" Club received the Educational Foundation's Ambassador of Hospitality Award. Pictured, from left, are Jack Laughery, chairman of the Educational Foundation; Jerry Berns; Daniel Geschеidle, president of the Foundation; and Ted J. Balestreri, first vice chairman.

JANE BRODY SPEAKS ON

FEEDING A FITTER AMERICAN

by Jennifer Batty

To some people, New York Times personal health columnist Jane Brody is a health guru. Others might consider her a nutrition fanatic. To an audience that included both types of listeners, Brody delivered a talk entitled "Feeding a Fitter American," during the Show in Chicago.

When Jane Brody was a skinny little girl, her mother put raw eggs in her milkshakes to beef her up. Over the years, Brody has almost completely eradicated eggs and other foods that she considers to be "greasy kid stuff" from her diet.

During her seminar on "Feeding a Fitter American," she did admit to a recent lapse in her stringent food ethics. In celebration of her 50th birthday, the day before her appearance at the Show, Brody indulged in a cheese omelet "just to show that I'm not a purist," she said.

Immediate past association president Michael E. Hurst introduced Brody to the packed auditorium, saying that she has been a "driving force in 'good' good food," and that she has lots of ideas to make restaurants play a more important role in customers' lives. Brody responded by saying that "the fact that I was asked to speak here shows that the restaurant industry is listening."

As she took her place on stage, Brody's petite form was barely visible behind the speaker's podium, but her voice was certainly heard as she spoke about the growing importance of health and nutrition in the foodservice industry.

People depend on restaurants

"Today, people can't make an exception to their diet everytime they eat out or get takeout food," said Brody. "Many people now depend on restaurants to keep them nourished, and restaurants must respond to their customers' health needs."

Brody shared some of her principles of healthful dining that are included in her six books on nutritious eating. (Her most recent book is *Jane Brody's Good Food Gourmet.*) The typical restaurant meal derives 50 percent of its calories from fat, Brody said, while the American Heart Association recommends a diet that derives no more than 30 percent of its calories from fat. Brody thinks that 20 percent of calories from fat should be the goal.

Much of the fat in our diets comes from the protein component of meals—such as the meat dish, said Brody. "Protein is essential, but we have been brainwashed about how much we need. Americans consume two to four times too much protein." She recommended that restaurateurs teach diners to expect more reasonable portions of protein items and to serve more of the health-promoting foods like vegetables, fruits and whole-grain breads. "Use meat as an ingredient instead of the focal point of the meal. I can make a gourmet meal using only two to four ounces of protein with dried beans and peas in a casserole," said Brody.

Flavor without fat

There is no denying that fat makes food taste good, said Brody, just as salt and sugar are also appealing tastes to many people. To enhance the flavor of foods, Brody said to use "time-honored flavorings like spices, vinegars, peppercorns, onions, garlic, lemon and lime. There are hundreds of herbs and spices you can use to enhance the flavors of food."

For those members of the audience who have watched the development of fat substitutes with guilt-free glee, Brody offered her own opinion that this easy answer is not acceptable. "I don't approve of fat substitutes. They perpetuate the desire for that taste," said Brody. Her philosophy is the same for sugar substitutes that encourage a dependence on that sweet taste.

According to Brody, the major emphasis of a restaurant meal should be placed on complex carbohydrates like fruits and vegetables. "These are the only foods that have never been linked to any health problems," said Brody. "About 65 percent of our calories should be derived from these foods, and they should be eaten in their original form" when possible, to retain the fiber content.

Brody gave restaurants a pat on the back for the number of fresh-fruit desserts offered. "But too often they come in syrup or with whipped cream or ice cream. Skip these fatty additions and be as creative with your fruit desserts as you have been with your salads," she encouraged the audience.

Brody also lauded the increased use of fish in restaurants. "Fish is an excellent restaurant choice. The natural oils in fish have healthy properties. But I'd like to see the fish served

without fatty marinades, and I'd like to see more steamed and poached entrees," she said.

Fulfilling customers' needs

Brody ended her lecture with an offer to answer questions from the audience—and hands flew into the air. The questions showed the attendees' concerns for fulfilling their customers' nutritional needs, as well as their personal curiosity about healthy eating. One member of the audience asked if Brody would like to see nutritional labeling on menus. She smiled slightly and said, "I doubt this is ever going to be a popular idea," and the audience laughed in response.

Brody encouraged restaurants to continue providing separate listings of healthy menu items and to expand this section of the menu. Those items that meet the requirements of an organization such as the American Heart Association could be designated on the menu, said Brody.

But one person queried, "If you pinpoint healthy items, does that make the other menu items look unhealthy?" Brody said she doesn't think so, as long as customers have the option of asking to have those other items prepared in different ways to make them healthier.

Brody also said that the waitstaff should be accurately informed about how dishes are prepared. "This is beneficial to both the restaurateur and the customer, because if a customer asks if a dish is fried and the waiter says it's not and then brings it out fried, then the customer will send it back. Likewise, restaurants should start serving sauces on the side and let the customer decide if he wants it on his food," she said.

Savvy restaurateurs will pay close attention to special requests for food preparation and demonstrate a willingness to comply with these requests, said Brody. "You are going to get more and more requests for entrees that are broiled or steamed and for sauces to be left off or put on the side. Be prepared to respond to these requests."

One audience member asked forlornly if those in the fast food segment of the industry were doomed, as the emphasis on healthier eating grows. Brody said that fast food restaurants will respond to nutritional needs just as they have responded to the demand for convenience and quick service.

"You don't have to serve just health food," said Brody. "There will always be some splurgers, and there are some things like fettucine Alfredo that will never be health food and shouldn't have to be. The key here is providing options." ❑

Jennifer Batty is a communications specialist at the National Restaurant Association.

EATING LIGHTER AT THE SHOW

Anyone who has attended the National Restaurant Association Show knows that tasting delicious food on the Show floor is a highlight. This year, attendees who dined a la Show were treated to lighter options than in years past.

A walk amid the miles of aisles this year revealed fewer fried foods, a heavy emphasis on breads, and a large number of lowfat, nonfat and sugar-free products that are new or nearly new.

Fewer fried food samples were evident, possibly due to consumers' concerns about fat in their diets. More roasters and rotisseries were present, illustrating that restaurateurs may be responding to customers who are looking for lower-fat meat preparations when dining out.

This year's exhibitors brought out numerous variations of frozen yogurt and other frozen desserts. Several companies featured nonfat and lowfat yogurt varieties. Along with a nonfat and sugar-free line of yogurts, Hawthorn Mellody also featured a soft-serve, nondairy frozen sorbet that is expected to be popular during the warm summer months ahead. The J.M. Smucker Company featured Fruitage, a frozen dessert made without dairy products and containing 99 percent fruit juice to give an intense fruity flavor.

Frozen desserts were not the only lowfat or nonfat products being shown. Simplesse, the recently approved fat substitute, was seen in at least two forms at the Show. One was in cheese to be used on pizza. The second form was as an ingredient in Eli's E'Lights Cheesecake. Both products were being touted as ways of consuming traditionally high-fat foods in nonfat or lowfat variations. Both booths were crowded with interested passersby seeking a sample of foods made with the fat substitute.

Heartland Food Products displayed a "guilt-free" cookie mix. The cookie is made from dried fruit and contains no butter, margarine or shortening. It also contains no whole egg—only egg whites. Despite its no-fat, no-cholesterol label, the product was met with some "no thank yous" from some Show attendees. Mary Steeb, a product developer for Heartland, said that many people who passed the booth were skeptical until they tried it, perhaps fearing that a cookie product without fat couldn't possibly taste good. Many tasters were won over after trying it. One gentleman remarked, "It tastes just like Mom's raisin cookies," while another attendee, a registered dietitian who works for Meals On Wheels, was particularly interested in the product's application for senior citizens.

In addition to these foodservice suppliers, one supplier more familiar for its retail product has made a surprising foray into foodservice and was a first-time exhibitor at the Show. The Slim Fast Foods Company Foodservice Division was touting ready-to-drink cans and single-serving packets of its popular calorie-controlled beverage. Slim Fast also promoted the use of its product in standard beverage dispenser units as a way to make large batches of the beverage that can then be dispensed in single servings. According to a spokesman for the company, "The line was 10-deep every day at the booth."

In addition to the numerous food products with a nutritional or health emphasis, there were at least two computer companies displaying nutrient-analysis software. The CBORD Group company and N-Squared Computing demonstrated products that provide restaurateurs the ability to analyze their recipes for nutrient content.

—Nancy Michalski

#118

The annual physical

Many organizations require executives in key positions to have an annual physical examination in order to get a reading on the overall state of the person's health. The rationale is twofold. First, there is the normal concern for the person as a human being. Second, catching a problem in the early stages can preclude expensive health and death claims—and the loss of a valuable contributor to the management team. A while ago I had a dream about the physical exam I was scheduled to take the following morning.

Doctor: Well, let's see now. Whoops! You can't be Mrs. Sippi. I must have the wrong file. Makes no difference though. Stop smoking, lose 10 pounds, cut your drinking in half, take an aspirin every day and get eight hours of sleep every night. That way you'll be feeling better in no time.

Me: Actually I'm here for an annual physical exam. I'm feeling fine. I don't smoke and never have; my weight has been steady for at least 10 years. I rarely drink, I rarely take pills of any kind, and I usually get 7½ to 8 hours of sleep every night.

Doctor: Physical exam, huh. Well, I'd better prescribe some high-blood-pressure pills as the first order of things.

Me: I don't think I have high blood pressure. I feel fine. I work out, and I don't feel flushed or look red in the face.

Doctor: It's just routine. Most of my patients experience high blood pressure when they receive my bill. By the way, what is your blood type?

Me: It's A-plus. Actually it's the only A-plus I've received in my life.

Doctor: Now look. This is my office, and I make the jokes here. Get that straight. Now open your mouth, and when I depress your tongue with this wood depressor, say, "Cheese."

Me: Cheese? Don't you mean that I should say, "Ahhhh"?

Doctor: No. Say, "Cheese." Anybody can say, "Ahhhh." I want you to say, "Cheese" so that when I take your picture on that X-ray machine you'll be in practice. Get it?

Me: You are going to check my eyes and ears, aren't you?

Doctor: I already have. You have two of each.

Me: Well I know that. But are they functioning as they should?

Doctor: I don't know. They're your eyes and ears. You tell me.

Me: Well, I think they're OK. I don't think I have any problems.

Doctor: Good. Keep thinking that way. Good physical health is mostly a condition of the mind anyway. So if you think you're fine, then you're fine.

Me: Well, I have noticed some peeling on my toes. I think it may be a touch of athlete's foot.

Doctor: I don't think so. You don't look like an athlete to me.

Me: Well, you know what I mean. I mentioned that I do work out, so I may have picked something up somewhere.

Doctor: Well, from now on, I don't want you working out. I want you to work in. You're not getting any younger. Besides, most work is a condition of the mind anyway. So just let your mind tell you you're working out, and you'll feel like you've worked out.

Me: Are those your golf clubs over there in the corner?

Doctor: Yes, I use them as both golf clubs and medical instruments. I was just about to get to them. I'm going to use this two-iron here to test your knee reflexes. So sit up on the table and let your legs hang down.

Me: Now wait a minute. I thought you used a little metal mallet to do that.

Doctor: I used to, but I'd only get a mild reflex reaction. I can *really* test your reflexes with this two-iron, and it helps me with my golf swing at the same time.

Me: Are you going to give me an EKG?

Doctor: No. When your secretary called to make the appointment, she said you were heartless. So there's really no reason to take an EKG.

Me: Oh come on, Doc. She was just kidding, I'm sure.

Doctor: I'm not so sure about that. She also said you were brainless and tasteless, so that makes it easy for me as the examiner.

Me: Well, Doctor, I hope she also said I was penniless, because I am with respect to you. Besides, being compensated is simply a condition of the mind. If you think you've been paid, then you've been paid, and you can go on about your way without worrying about it. Now inhale and hold your breath until I tell you to release it. Goodbye, Doctor!

Fisher's Law #118: Don't mess with your health or your health will be a mess.

Simplified Quantity Recipes

Nursing/Convalescent Homes and Hospitals

by Mabel Caviani and Muriel Urbashich

The recipe for basic, well-balanced menus

To order this classic cookbook, send a check for $29.00 (nonmembers, $37.70) to the Publications Department, National Restaurant Association, 1200 Seventeenth Street, N.W., Washington, DC 20036. Mention order number FP783.

CREST* report—1991 winter quarter

Customer traffic advanced 1.0 percent in the winter quarter of 1991, compared with the same quarter of 1990. The advance, which follows a quarter of no growth in traffic, is above the gain posted in winter 1990 (0.8 percent) but lower than the traffic advance recorded in winter 1989 (2.1 percent).

Quickservice restaurants led the three segments in traffic growth in the winter quarter (December–January–February). Customer counts advanced 1.2 percent at quickservice restaurants, 0.4 percent at midscale restaurants and 0.3 percent at upscale restaurants, compared with winter 1990 levels. These traffic advances compare with 1990 winter-quarter traffic growth of 2.2 percent at quickservice, and traffic declines of 1.7 percent and 3.4 percent, respectively, at midscale and upscale establishments.

For the third consecutive quarter, breakfast showed the largest traffic advance among the three meal periods—up 2.9 percent compared with winter 1990 levels. Supper traffic grew a more modest 0.7 percent in the winter 1991 quarter. Lunch traffic declined 0.1 percent in the winter period, the second consecutive quarter of traffic declines.

On and off-premises highlights

After registering a year-over-year decline in the fall quarter of 1990, on-premises traffic posted a modest 0.7 percent increase in the winter quarter of 1991. However, this growth compares with a 1.0 percent decline in on-premises customer counts in winter 1990. Off-premises traffic advanced 1.2 percent in winter 1991. This strong growth comes on top of a 2.9 percent rise in customer counts in winter 1990.

Both quickservice (up 2.0 percent) and upscale (up 1.1 percent) establishments posted increases in on-premises customer traffic in winter 1991. On-premises counts at midscale restaurants declined 1.4 percent. Similarly, advances in off-premises traffic at midscale (up 12.9 percent) and quickservice (up 0.8 percent) eateries offset a decline in off-premises traffic at upscale restaurants (down 10.5 percent).

Two of the three meal periods recorded increases in on-premises customer counts. Both breakfast (up 5.9 percent) and supper (up 1.2 percent) posted advances in on-premises traffic, while on-premises counts slipped 1.2 percent at lunch. Off-premises traffic also advanced for two meal periods—lunch (up 1.6 percent) and supper (up 0.2 percent)—but declined at breakfast (down 2.8 percent).

Promotion use

The use of promotions continued to climb in the winter quarter. Promotions were used on 23.4 percent of occasions in the winter quarter, up from 22.4 percent in the winter of 1990 and 21.4 percent of occasions in fall 1990.

Promotions were used most often at quickservice restaurants, where they were used on 26.4 percent of all occasions, up from 25.8 percent in the winter of 1990. Promotions were less frequently used at midscale (17.3 percent) and upscale (16.9 percent) restaurants, but their use increased from 16.0 percent of occasions and 14.5 percent of occasions, respectively, in the winter quarter of 1990.

Promotions were most frequently used at supper (30.6 percent of occasions), followed by lunch (21.3 percent of occasions) and breakfast (18.2 percent of occasions) in winter 1991. This compares with winter 1990 promotion use of 28.4 percent for supper, 20.4 percent for lunch and 18.8 percent at breakfast.

Average check size

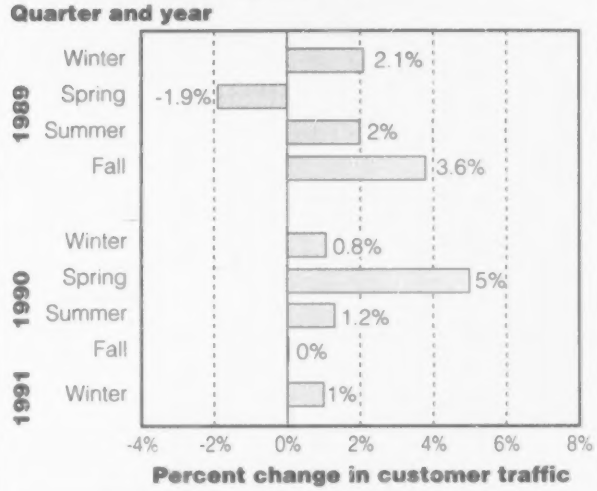
Average check size per person advanced 3.6 percent in the winter quarter of 1991 to $4.00 per person, up from $3.87 in winter 1990. Upscale establishments posted the largest growth in average check size, up 4.7 percent from $9.39 last winter to $9.84 in winter 1991. The average eater check advanced 4.5 percent at quickservice restaurants (from $2.87 to $3.00), while midscale establishments recorded a more modest 1.8 percent increase in average eater check (up from $4.70 to $4.79).

Among the three meal periods, supper checks grew the most, rising 4.5 percent from $4.90 in winter 1990 to $5.11 in winter 1991. Average checks grew by smaller margins at lunch (up 3.1 percent from $3.57 to $3.68) and breakfast (up 2.2 percent from $2.55 to $2.61).

—Nancy Michalski

Change in customer traffic by quarter* (winter 1989 to winter 1991)

Customer traffic advanced 1 percent in the winter quarter of 1991



*Percent change over same quarter, previous year

Source: NPD/CREST, *Quarterly Household Reports, 1989–1991*

*CREST stands for Consumer Reports on Eating Share Trends, a diary survey of one of the NPD marketing and research companies.

The foodservice industry 1989: a brief review

For the 22nd consecutive year, the National Restaurant Association has prepared information on the size and scope of the foodservice industry, including sales, purchases and unit counts for major market segments as well as alcoholic-beverage sales. The figures and analyses reported here provide a summary of the industry's performance during 1989. Complete tables follow on pages 38 and 39*

Foodservice industry sales reached $226.5 billion in 1989, up 6.0 percent from the $213.7 billion in sales posted in 1988. After adjusting for inflation, sales grew 1.2 percent. Real growth for the industry was below the advance in the real Gross National Product (GNP), which posted a 2.5 percent rise in 1989.

The proportion of the food dollar spent on food away from home continued to rise in 1989, reaching a record 43.0 percent—up slightly from 42.8 percent in 1988. The proportion of disposable personal income allocated to meals and snacks prepared away from home declined marginally from 5.54 percent in 1988 to 5.51 percent in 1989.

Menu prices, as measured by the Consumer Price Index (CPI) for food away from home, increased at a slightly higher pace in 1989—4.6 percent compared with 4.1 percent for 1988.

Commercial Foodservice Group sales advanced 5.9 percent from 1988, reaching $200.4 billion in 1989, a 1.2 percent advance in real terms. Sales in the Commercial Foodservice Group represented 88.5 percent of all foodservice sales.

Within the Commercial Foodservice Group, **eating place sales** totaled $146.7 billion in 1989—up 5.9 percent from 1988. After adjusting for inflation, eating place sales in 1989 posted a 1.2 percent advance. Eating place sales accounted for 73.2 percent of Commercial Foodservice Group sales in 1989.

Foodservice sales at **restaurants and lunchrooms** totaled $72.7 billion in 1989, up 4.9 percent from 1988. In real terms, sales increased a slight 0.2 percent. Restaurant and lunchroom sales accounted for 49.6 percent of total eating place sales in 1989.

Sales at **limited-menu** (fast food) **restaurants** in 1989 advanced 7.1 percent, reaching $65.8 billion. In real terms, fast food sales grew 2.5 percent. Sales at fast food restaurants in 1989 captured 29.0 percent of total industry food and drink sales, nearly double the share they accounted for in 1970. Fast food sales contributed 44.8 percent of eating place sales.

Passenger and cargo liners posted the largest increase in foodservice sales among industry segments, advancing 15.1 percent. The cruise-line market continued to expand due to increased berth capacity and shorter, less expensive cruise options. Other segments that posted double-digit sales growth between 1988 and 1989 include community centers (14.1 percent), contractors at colleges and universities (12.5 percent), recreation and sports centers (12.5 percent), and gasoline service stations (10.3 percent).

Institutional foodservice sales advanced 6.3 percent in 1989, reaching $25.1 billion. Of the major institutional groups (employee, educational, transportation and hospital foodservice), transportation posted the largest gain, up 10.6 percent. All segments of institutional transportation foodservice posted strong gains—passenger/cargo liners, airlines and railroads. Healthy sales advances were also recorded by nursing homes and hospital foodservice.

Food and drink sales for the **Military Foodservice Group** reached $1.1 billion in 1989, a 5.9 percent advance. Foodservice facilities continued to be upgraded, and the number of U.S.-based troops on active duty increased.

Food and drink purchases for the foodservice industry reached $87.5 billion in 1989. Purchases in the Commercial Foodservice Group, which accounted for 73.9 percent of the total amount spent, equaled $64.6 billion for the year.

Percent change in foodservice industry sales, 1988–1989

	Current dollars	Real dollars*
Commercial Foodservice Group	5.9%	1.2%
All eating places	5.9	1.2
Restaurants, lunchrooms	4.9	0.2
Limited-menu restaurants	7.1	2.5
Commercial cafeterias	5.4	0.8
Social caterers	7.8	3.2
Ice cream, frozen custard stands	3.2	−1.4
Institutional Foodservice Group	6.3	0.7
Military Foodservice Group	5.9	1.3
Total foodservice industry	**6.0%**	**1.2%**

* *Adjusted for inflation*

Source: National Restaurant Association; Malcolm M. Knapp, Inc.

** The statistical information and analyses for the National Restaurant Association's study of the foodservice industry in 1989 were prepared in consultation with the research firm Malcolm M. Knapp, Inc.*

To order the report

Members of the National Restaurant Association may obtain up to five free copies of the detailed report, *Foodservice Industry: 1989 in Review* (publication CI700) by calling the association's Information Service and Library between 9 a.m. and 5 p.m. (Eastern Daylight Time) at (800) 424-5156 or (202) 331-5960. Each additional copy costs $10. The cost to nonmembers is $20 per copy. All orders must be prepaid. Credit-card orders are accepted over the phone.

To order, send your request to the National Restaurant Association Publications Department, 1200 Seventeenth Street, NW, Washington, DC 20036.

Estimated food and drink sales and purchases, 1989

Number of units[1]	Type of establishment	Estimated food and drink sales (000) 1988	Estimated food and drink sales (000) 1989	Percent gain (loss)	Estimated food and drink purchases (000) 1989
	Group I: Commercial Foodservice[2]				
	Eating places				
160,859[3]	Restaurants, lunchrooms	$ 69,355,980	$ 72,726,986	4.9%	$ 24,960,920
146,271	Limited-menu restaurants	61,397,191	65,774,810	7.1	21,323,930
7,476	Commercial cafeterias	3,960,224	4,174,076	5.4	1,488,559
5,126	Social caterers	1,934,596	2,085,494	7.8	706,695
12,194	Ice cream, frozen custard stands	1,894,213	1,954,828	3.2	553,216
331,926	**Total—Eating places**	**$138,542,204**	**$146,716,194**	**5.9%**	**$49,033,320**
37,227[4]	Bars and taverns	$ 8,899,046	$ 8,952,440	0.6%	$ 514,810[5]
369,153	**Total—Eating and drinking places**	**$147,441,250**	**$155,668,634[6]**	**5.6%**	**$49,548,130**
	Food contractors				
	Manufacturing and industrial plants	$ 3,356,495	$ 3,668,914	9.3%	$ 1,557,087
	Commercial and office buildings	1,134,717	1,214,147	7.0	516,620
	Hospitals and nursing homes	1,436,074	1,566,756	9.1	568,654
	Colleges and universities	2,283,774	2,569,246	12.5	796,466
	Primary and secondary schools	1,056,638	1,136,942	7.6	467,880
	In-transit foodservice (airlines)	1,204,892	1,317,056	9.3	632,187[7]
	Recreation and sports centers	1,598,556	1,724,842	7.9	543,325
15,739[8]	**Total—Food contractors**	**$ 12,071,146**	**$ 13,197,903**	**9.3%**	**$ 5,062,219**
	Lodging places				
16,450	Hotel restaurants	$ 11,533,217	$ 12,215,486	5.9%	$ 3,811,842
1,825	Motor hotel restaurants	549,710	553,558	0.7	173,135
8,924	Motel restaurants[9]	850,081	836,480	−1.6	266,850
27,199	**Total—Lodging places**	**$ 12,933,008**	**$ 13,605,524**	**5.2%**	**$ 4,251,827**
	Retail hosts				
5,849	Drug and proprietary store restaurants	$ 330,357	$ 344,893	4.4%	$ 120,368
1,587	General merchandise store restaurants	46,857	50,418	7.6	17,293
4,980	Department store restaurants	874,752	925,488	5.8	322,995
3,692	Variety store restaurants	228,193	233,441	2.3	81,470
4,627	Food stores (except grocery)	228,874	249,244	8.9	75,521
44,499	Grocery store restaurants[10]	4,978,746	5,347,351	7.4	1,775,320
32,645	Gasoline service stations	1,380,732	1,522,947	10.3	505,618
8,518	Miscellaneous retail (liquor, cigar, etc.)[11]	536,518	570,855	6.4	180,961
106,397	**Total—Retail hosts**	**$ 8,605,029**	**$ 9,244,637**	**7.4%**	**$ 3,079,546**
	Recreation and sports foodservice				
8,600	Movies	$ 263,285	$ 286,981	9.0%	$ 83,224
3,814	Bowling lanes	779,882	813,417	4.3	273,308
N/A	Recreation and sports centers	1,324,155	1,489,674	12.5	469,247
12,414	**Total—Recreation and sports foodservice**	**$ 2,367,322**	**$ 2,590,072**	**9.4%**	**$ 825,779**
	All other foodservice				
4,134	Vending and non-store retailers[12]	$ 4,937,911	$ 5,239,124	6.1%	$ 1,582,215
1,760	Mobile caterers	754,535	808,862	7.2	248,321
5,894	**Total—All other foodservice**	**$ 5,692,446**	**$ 6,047,986**	**6.2%**	**$ 1,830,536**
536,796	**Total—Group I**	**$189,110,201**	**$200,354,756**	**5.9%**	**$64,618,037**

Footnotes

1. Reflects reporting change by the Bureau of the Census from units operating at the end of the year to units operating anytime during the year.
2. Data are given only for establishments with payroll.
3. Figures are latest census-area reports or merchandise-line detail counts or updates when reliable data become available.
4. Unit count includes only those establishments serving food; however, sales figure is for all bars and taverns with payroll.
5. Food only. Cost of alcoholic beverages totaled $2,572,036,000.
6. Food and drink sales for nonpayroll establishments totaled $4,787,186,000, with eating places accounting for $3,524,389,000 and drinking places, $1,262,797,000.
7. Food purchases only.
8. Individual businesses, not locations. Contract feeders are included in eating-place totals in all Bureau of Census publications although their sales volume figures are significantly understated.
9. Due to insufficient reporting on major sources of receipts in the *1987 Census of Service Industries*, data is estimated.
10. Includes a portion of the deli department.
11. Includes SIC 59 except 591 and 596.
12. Includes sales of hot foods, sandwiches, pastries, coffee and other hot beverages.
13. School lunch commodities furnished in the calendar year 1989 under Secs. 6, 32 and 416 were worth $718,498,100. In addition, 187,429,850 half-pints of milk worth $18,930,870 were supplied.
14. Total number of colleges and universities which have foodservice whether contracted or not.
15. Represents sales or commercial equivalent to employees.
16. Sales (commercial equivalent) calculated for nursing homes and homes for aged only. All others in the grouping make no charge for food served.
17. All 50 states plus the District of Columbia.

*** These institutions make no charge for food served.

N/A = Not available

Estimated food and drink sales and purchases, 1989

Number of units	Type of establishment	Estimated food and drink sales (000) 1988	Estimated food and drink sales (000) 1989	Percent gain (loss)	Estimated food and drink purchases (000) 1989
	Group II: Institutional Feeding—Business, educational, government or institutional organizations which operate their own foodservice				
	Employee foodservice				
3,210	Industrial and commercial organizations	$ 1,657,766	$ 1,641,188	−1.0%	$ 705,464
383	Seagoing ships (1,000+ tons)	37,120	36,415	−1.9	21,849
4,248	Inland waterway vessels	290,282	309,731	6.7	185,839
7,841	**Total—Employee foodservice**	**$ 1,985,168**	**$ 1,987,334**	**0.1%**	**$ 913,152**
	Educational foodservice				
92,841	Public and parochial elementary and secondary schools (86,849 national school-lunch programs)[13]	$ 3,346,809	$ 3,477,870	3.9%	$ 3,388,907
1,063	Public colleges and universities[14]	2,377,593	2,532,136	6.5	975,019
1,692	Private colleges and universities[14]	1,158,274	1,226,612	5.9	522,120
2,755	Total—Colleges and universities	$ 3,535,867	$ 3,758,748	6.3%	$ 1,497,139
95,596	**Total—Educational foodservice**	**$ 6,882,676**	**$ 7,236,618**	**5.1%**	**$ 4,886,046**
	Transportation foodservice				
65	Passenger/cargo liners	$ 290,754	$ 334,658	15.1%	$ 184,062
62	Airlines	629,663	684,444	8.7	341,202
2	Railroads	64,450	70,350	9.2	29,899
129	**Total—Transportation foodservice**	**$ 984,867**	**$ 1,089,452**	**10.6%**	**$ 555,163**
	Hospital foodservice				
3,989	Voluntary and proprietary hospitals	$ 5,686,630	$ 6,142,660	8.0%	$ 2,457,064
1,466	State and local short-term hospitals[15]	832,266	886,587	6.5	569,333
883	Long-term, general, TB and psychiatric hospitals	890,425	937,258	5.3	374,903
340	Federal hospitals[15]	416,885	429,875	3.1	320,692
6,678	**Total—Hospital foodservice**	**$ 7,826,206**	**$ 8,396,380**	**7.3%**	**$ 3,721,992**
29,169	Nursing homes, homes for the aged, blind, orphans, mentally and physically handicapped[16]	$ 3,402,019	$ 3,667,376	7.8%	$ 2,253,089
	Miscellaneous foodservice				
10,310	Clubs	$ 1,809,254	$ 1,914,191	5.8%	$ 719,434
2,806	Sporting and recreation camps	146,730	154,800	5.5	92,880
15,473	Community centers	532,901	608,040	14.1	717,487
N/A	Convents and seminaries	***	***	***	74,584
28,589	**Total—Miscellaneous foodservice**	**$ 2,488,885**	**$ 2,677,031**	**7.6%**	**$ 1,604,385**
	Penal institutions				
791	Federal and state prisons	***	***	***	$ 671,082
3,338	Jails	***	***	***	531,694
4,129	**Total—Penal institutions**	***	***	***	**$ 1,202,776**
172,131	**Total—Group II**	**$ 23,569,821**	**$ 25,054,191**	**6.3%**	**$15,136,603**
708,927	**Total—Groups I and II**	**$212,680,022**	**$225,408,947**	**6.0%**	**$79,754,640**
	Food furnished to foodservice employees in Groups I and II	***	***	***	$ 5,129,647
708,927	**Total—Groups I, II and FSE**	**$212,680,022**	**$225,408,947**	**6.0%**	**$84,884,287**
	Group III: Military Feeding				
N/A	Defense personnel	***	***	***	$ 2,235,001
700	Officers' and NCO clubs ("open mess")[17]	$ 659,443	$ 697,031	5.7%	234,586
556	Military exchange foodservice	337,954	358,907	6.2	133,908
1,256	**Total—Group III**	**$ 997,397**	**$ 1,055,938**	**5.9%**	**$ 2,603,495**
710,183	**GRAND TOTAL**	**$213,677,419**	**$226,464,885**	**6.0%**	**$87,487,782**

Source: National Restaurant Association; Malcolm M. Knapp, Inc.

Restaurant beverage update

A new National Restaurant Association study indicates that consumption of certain beverages, specifically bottled waters and tea, grew substantially between 1987 and 1990, while milk consumption declined drastically.

The National Restaurant Association has commissioned several special studies to investigate consumer beverage choices at restaurants, using data obtained from NFO Research Inc.'s Share of Intake Panel (SIP), which measures beverage consumption.

Analysis of SIP away-from-home data[1] indicates that consumption in terms of volume[2] of total beverages increased slightly betweeen 1987 and 1990. A slight increase in nonalcoholic beverage consumption countered a small decline in alcoholic beverage consumption. Soft drinks remained the most popular beverage choice when eating out in 1990, as in 1987. The fastest-growing beverages between 1987 and 1990 in terms of volume consumed, however, were bottled water and tea.

Away-from-home consumption changes based on volume were minimal for most beverages between 1987 and 1990, with the exception of bottled water (up 116 percent), tea (up 17 percent) and milk (down 24 percent). It is important to note that bottled water accounted for less than one-half of one percent of the total volume of beverages consumed away from home, whereas tea accounted for 14.9 percent of total volume consumed away from home, up from 12.8 percent in 1987.

Consumption of both bottled water and tea grew at tableservice and fast food restaurants during the three-year period. Bottled water consumption grew at a higher rate at fast food places, while tea consumption grew at a higher rate at tableservice restaurants. Milk consumption declined at both fast food and tableservice restaurants. The decline was greater at fast food places.

Soft drinks topped the 1990 list in terms of volume consumed away from home, followed by coffee, tea, malt beverages (which includes beer), and "other nonalcoholic beverages."[3]

In 1987, too, soft drinks were the most popular beverage for away-from-home consumption, followed by coffee, malt beverages, tea, and other nonalcoholic beverages.

Consumption by restaurant type

In 1990, 51 percent of the total volume of beverages consumed away from home was consumed at tableservice restaurants—up from 45 percent in 1987. Fast food restaurants accounted for 34 percent by volume of beverages consumed away from home in 1990—down from 37 percent in 1987. The remaining 15 percent of beverages consumed away from home was consumed at bars and private clubs, compared with 18 percent in 1987.

□ **Tableservice restaurants**. In terms of popularity, soft drinks were the most popular beverage at tableservice restaurants in 1990. Nearly half (45.6 percent) of all people who ordered a drink at a tableservice restaurant ordered a soft drink. Coffee (33.3 percent) and tea (27.8 percent) were second and third in number of orders.

However, coffee was the leader in terms of volume consumed at tableservice restaurants. Coffee accounted for 28.9 percent of the total volume of beverages consumed at tableservice restaurants. Soft drinks (26.7 percent) and tea (23.2 percent) were second and third.

These consumption patterns were slightly different from 1987 patterns. In 1987, soft drinks accounted for more than half of all beverages ordered at

[1] *"Away from home" refers to fast food restaurants, other restaurants, bars and private clubs. It does not include beverages consumed elsewhere, including sporting events, private in-house parties, office/work, school, picnics, camping or in another person's home.*

[2] *Analysis of away-from-home beverage consumption is based on two different measures: (1) the total volume or ounces consumed and (2) the number of drinkers consuming a beverage. The number of drinkers is referred to as* ***penetration*** *and is a measure of product appeal, whereas the* ***volume*** *shows the total consumption that a particular beverage attracts.*

[3] *Includes chocolate/cocoa, milkshakes/malts, fruit drinks and powdered soft drinks.*

Changes in away-from-home beverage consumption 1987–1990

Tea and bottled water showed the largest increases in away-from-home consumption

Beverage	Percent change in volume consumed 1987–1990
Total beverages	0.4%
Total nonalcoholic	1.0
Soft drinks	-1.2
Coffee	-0.4
Tea	17.1
Milk	-23.8
Fruit juice	0.1
Bottled water	116.1
Other nonalcoholic	-6.6
Total alcoholic	-2.3
Liquor	4.8
Wine	-3.3
Malt beverages	-3.0

Source: National Restaurant Association; NFO Research Inc., *Share of Intake Panel, 1987 and 1990*

Index of alcoholic beverage consumption by volume at tableservice restaurants

Alcoholic beverage consumption at tableservice restaurants appears to be on the rise again

	1980	1982	1984	1986	1987	1990
Total consumption	100	88	80	85	83	97
Liquor	100	82	84	78	87	79
Wine	100	94	96	93	92	97
Malt beverages	100	87	73	83	78	101

Note: *1980 = 100*
Source: National Restaurant Association; NFO Research Inc., *Share of Intake Panel, 1980-1990*

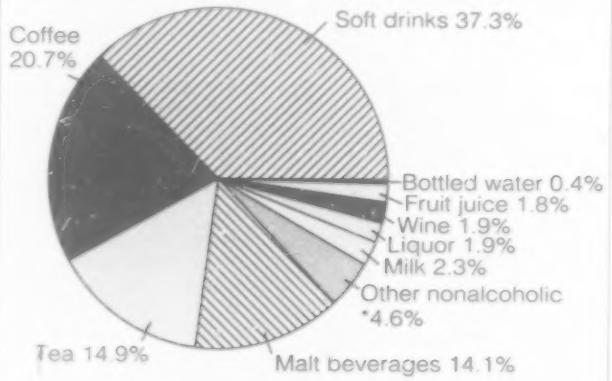
tableservice restaurants. Coffee (31.9 percent of all orders) and tea (24.5 percent of all orders) were not as popular in 1987 as in 1990. On a volume basis in 1987, soft drinks were the beverage leader (29.5 percent of volume), followed by coffee (28.8 percent) and tea (20.0 percent).

□ **Fast food restaurants**. Soft drinks were the undisputed beverage of choice at fast food restaurants in 1990. Soft drinks accounted for 63.5 percent of the total volume of beverages ordered at fast food restaurants, and had a penetration rate of 71.2 percent. Coffee (14.8 percent of volume), tea (8.2 percent of volume), and other nonalcoholic beverages (8.1 percent of volume) trailed well behind in terms of volume ordered. Coffee (15.9 percent), other nonalcoholic beverages (15.6 percent), and tea (9.9 percent) also had much lower penetration than soft drinks at fast food establishments.

Beverage consumption has changed slightly since 1987 at fast food restaurants. Coffee accounted for a larger share of the total volume of beverages consumed at fast food restaurants in 1987 than in 1990, while soft drinks, tea and other nonalcoholic beverages held smaller shares of the total volume of beverages consumed. Similarly, penetration rates were lower for soft drinks and other nonalcoholic beverages in 1987 than in 1990, while coffee penetration was higher in 1987 than in 1990.

Beverage consumption away from home, 1990

Soft drinks accounted for more than one-third of the total volume of beverages consumed away from home



Breakdown of volume consumed

*Includes chocolate/cocoa, milkshakes/malts, fruit drinks and powdered soft drinks.

Source: National Restaurant Association; NFO Research Inc., *Share of Intake Panel, 1990*

Alcoholic beverages

Alcoholic beverage consumption at tableservice restaurants increased between 1987 and 1990 in terms of both volume consumed and in penetration. Much of the increase was due to greater consumption and popularity of wine and malt beverages. The volume of wine consumed at tableservice restaurants grew 5.7 percent between 1987 and 1990, while malt beverage consumption grew 30.1 percent. Both beverages registered increased penetration. Liquor consumption at tableservice restaurants declined from 1987 to 1990, in terms of both volume and penetration.

Malt beverages were the most popular alcoholic beverages consumed at tableservice restaurants in 1990, accounting for nearly 64 percent of the total volume of alcoholic beverages consumed there. Wine (23 percent) and liquor (13 percent) contributed smaller proportions to total alcoholic beverage consumption at tableservice restaurants. In 1987, malt beverages accounted for 57 percent of the total volume of alcoholic beverages consumed at tableservice restaurants, followed by wine (26 percent) and liquor (17 percent).

—Nancy Michalski

What is SIP?

The purpose of NFO Research Inc.'s Share of Intake Panel (SIP) is to monitor the consumption of all beverages both at home and away from home. Every week, approximately 210 households are selected from the NFO Research Inc. panel base of 400,000. These households, which are balanced to match the latest Bureau of the Census information, are mailed a diary to record information on the entire household's beverage consumption over a two-week period.

Applicable data collected through the use of the SIP diary includes the sex, age and income of the beverage consumer, and, most important, total volume in ounces of the beverage consumed.

Panelists are taught how to accurately measure the volume of their beverage consumption, especially when away from home.

Comparing SIP information from year to year yields insights into the changing beverage preferences of away-from-home consumers.

Spotlight on red meat

Despite a continuing decline in per capita red meat consumption, red meat entrees remained the most popular entrees at tableservice restaurants in 1990. Red meat entrees were included in almost one-fifth of tableservice restaurant orders. However, orders for red meat entrees slipped in 1990, declining 2 percent.

In 1990, according to CREST, beef entrees remained king among red meats ordered at restaurants. Of all eater occasions[1] that included red meat entrees, beef entrees represented 60 percent of red meat orders, followed by ham entrees (which represented 9 percent), BBQ ribs (9 percent), pork (8 percent), veal (4 percent), and other meats such as game and lamb (10 percent).

Red meat entrees remained the most popular entrees at tableservice restaurants, included in nearly one-fifth of orders. Red meat entrees were included in 17 percent of eater occasions at midscale restaurants in 1990, while chicken/poultry entrees captured a lower 10 percent of eater occasions and fish/seafood entrees represented 9 percent.

Red meat entrees are also relatively popular at upscale restaurants, included in 19 percent of eater occasions in 1990. This is comparable to fish/seafood entrees (capturing 19 percent of eater occasions) and almost double that of chicken/poultry entrees (10 percent).

However, the number of orders for red meat entrees declined 2 percent in 1990, after remaining stable in 1989. The decline was primarily driven by a 3 percent drop in red meat entree orders at upscale restaurants in 1990. Red meat entree orders at midscale restaurants also declined, dropping 1 percent.

Beef orders remain stable

Despite the overall figures for red meat, the recent decline in beef entree orders at restaurants appears to have stopped, due to a growth in beef orders at midscale restaurants. In 1990, beef entrees were virtually the only type of red meat entrees not showing a decline in the number of orders. The number of beef entree orders remained stable, after declining 4 percent in both 1988 and 1989. Although the number of orders for ham entrees in the industry remained flat in 1990, orders for pork declined 10 percent. BBQ rib orders dropped 8 percent, and veal orders declined 7 percent.

The majority (63 percent) of beef entree orders in 1990 were at midscale restaurants, 25 percent were at upscale establishments, and the remainder were at quickservice places. Beef entree orders at midscale places jumped 4 percent in 1990, contrary to the overall declining beef consumption pattern. In 1990, midscale family-style restaurants and cafeterias showed especially strong gains in the number of beef entree orders. However, beef entree orders at upscale places did not fare as well in 1990, declining 4 percent.

A 1989 National Restaurant Association study, *Attitudes Toward Nutrition in Restaurants: Assessing the Market*, confirms that beef remains a popular item at restaurants. In 1989 four out of five adults had ordered steak or roast beef in restaurants in the past year. According to the survey results, 81 percent of restaurant patrons said they had ordered steak or roast beef in the past year, more than said they had ordered broiled/baked fish or seafood (79 percent), or poultry without skin (65 percent). More than four out of five men (85 percent) had ordered steak or roast beef in the previous year, compared with 77 percent of women.

Lower red meat consumption

According to the USDA Economic Research Service, preliminary 1990 data indicates that per capita consumption[2] of red meat (beef, pork, veal, lamb) was 112.4 pounds, down 3 percent from 1989. In 1985, per capita red meat consumption was 124.9 pounds and has decreased steadily since that time.

However, analysis of USDA data reveals that some red meats—namely pork—have fared better than others. Pork consumption has increased since the late 1970s, despite a 4 percent decline in per capita consumption in 1990. Per

Per capita consumption* of red meat (boneless, trimmed equivalent)

Beef remains the most popular red meat, although per capita consumption continues to slip

Year	Consumption in pounds				
	All red meat**	Beef	Veal	Pork	Lamb
1985	124.9	74.6	1.5	47.7	1.1
1986	122.2	74.4	1.6	45.2	1.0
1987	117.4	69.5	1.3	45.6	1.0
1988	119.6	68.6	1.1	48.8	1.0
1989	115.9	65.4	1.0	48.4	1.1
1990***	112.4	63.9	0.9	46.5	1.1

* *Excludes shipments to U.S. territories*
** *Total may not add due to rounding*
*** *Preliminary data*

Source: U.S. Department of Agriculture, Economic Research Service, unpublished data

[1] *An eater occasion is one meal eaten by one person.*

[2] *The boneless, trimmed equivalent.*

Red meat entrees eaten at restaurants, 1990

Red meats are ordered frequently at tableservice restaurants

Item	Percent of eater occasions on which item was ordered	
	Total midscale	Total upscale
Total red meat entrees	16.5%	18.5%
Total beef	10.8	11.8
Steak	4.3	5.3
Roast/prime rib	1.9	3.7
Ground/chopped steak	2.4	0.9
Other beef	2.2	1.9
Ham	1.9	0.9
Pork	1.2	1.2
BBQ ribs	1.0	2.1
Veal	0.5	1.5
Other meat	1.6	1.5

Note: *May include more than one food item per eater occasion*

Source: NPD/CREST *Annual Household Report, 1990*

capita lamb consumption has remained stable since the mid-1970s. In 1990, per capita lamb consumption was 1.1 pounds, unchanged from 1989.

Per capita consumption of beef remained the highest among meats (63.9 pounds), but down substantially from 65.4 pounds in 1989 and 74.6 pounds in 1985. Per capita consumption of veal hit its lowest point in more than 20 years in 1990—0.9 pounds compared with 1.5 in 1985. Per capita veal consumption peaked in the mid-1970s at 2.8 pounds.

But red meat leads menu entrees

The National Restaurant Association's 1990 menu analysis[3] reveals that red meat (beef, pork, lamb and game) accounted for the largest portion of entrees on menus at tableservice restaurants (21 percent). However, red meat's share of total entrees offered on menus was down from 24 percent in 1985, losing share to items such as poultry and pasta. Between 1985 and 1990, poultry gained 5 percentage points, reaching a 13 percent share of menu entrees, and pasta/noodle dishes gained 4 percentage points, capturing 11 percent.

According to a 1990 study by the National Pork Producers Council (NPPC), half (49 percent) of foodservice operators offered boneless pork[4] items on the menu, with boneless whole loins/loin roasts and pork tenderloin being the most widely purchased cuts. Moreover, one-third of operators who offered boneless pork said orders for pork had increased. Regionally, foodservice operators in the Northeast and North Central regions reported more menu offerings of boneless pork than operators in the South and West did.

Prices and production

Part of the decrease in per capita red meat consumption is probably related to increased prices. Beef and veal prices hit a record high in fourth-quarter 1990, according to the Producer Price Index (PPI). Preliminary PPI data show year-end 1990 beef and veal prices 7 percent above 1989 levels. Tighter grain-fed cattle supplies and lower grass-fed slaughter levels held down production increases, resulting in the higher 1990 prices.

Beef production in 1991 is forecast to rise 1 to 2 percent due almost entirely to increased grain-fed cattle, according to the U.S. Department of Agriculture (USDA). A combination of larger supplies of pork and poultry and a sluggish economy should depress beef prices in 1991, according to the USDA.

Pork prices reached a record high in the second half of 1990, but are projected to fall in relation to beef in 1991, according to the USDA. Pork supplies are expected to rise 2 percent in 1991. The USDA predicts that lamb prices will remain around the 1990 levels as production rises slightly.

Who eats red meat at restaurants and when?

□ According to CREST, beef dishes were especially popular with patrons over 45. Although in 1990 the over-45 crowd represented 34 percent of traffic, they captured a much higher 55 percent of beef orders.

□ Beef entrees were more popular with men than with women—in 1990, men accounted for 55 percent of beef entree orders although they represented 48 percent of restaurant traffic.

□ In 1990, 65 percent of beef entree orders were at dinner, as were 80 percent of veal entree orders and 74 percent of orders for BBQ ribs.

□ Lunch was a more popular time for ground beef and pork orders. Approximately four in 10 ground beef and pork entrees were ordered at the midday meal.

□ Ham entrees were most frequently ordered at breakfast, when almost four in 10 orders occurred. In 1990, three in 10 ham entree orders occurred at each lunch and dinner. Also, Sunday was a popular day for ham orders—nearly one-third of ham entree orders occurred on that day.

□ According to CREST, of all beef entree orders, steak was the favorite in 1990, accounting for 38 percent of total beef entree orders, followed by roast/prime rib (21 percent), other (21 percent), and ground/chopped steak (20 percent).

—Elizabeth Gordon

[3]This information was taken from an analysis of randomly selected menus submitted to the National Restaurant Association's Great Menu Contest. Fifty menus were from 1985 and fifty from 1990.

[4]Boneless pork shoulder, pork tenderloin, boneless whole loins/loin roasts, pork chunks, strips, boneless uncured ham, fresh boneless pork chops, fresh ground pork, breaded and other pork items.

Foodservice Market Measure—April/May 1991

May 1991 was the third consecutive month this year in which 50 percent or more of adults were foodservice patrons on a typical day, according to the Foodservice Market Measure.

After averaging 47 percent in the November–February period, the Market Measure posted a significant increase, rising to 53 percent in March.

Patronage remained at the 50 percent level in April and May, indicating that the recession has bottomed out. Still, patronage was off slightly from March to the April–May period, following much the same pattern as consumer confidence. After posting a record advance in March, consumer confidence fell slightly in April and dipped by 6 percent in May.

Foodservice patronage is especially sensitive to changes in disposable income. This indicator had registered small gains in both February and March after prior declines, but it remained unchanged from March to April.

In the spring months (March–May) an average of 51 percent of adults were foodservice patrons on a typical day. This figure is identical to that posted last spring, suggesting that the downturn for the industry has subsided. Nevertheless, signs of recovery in foodservice are mixed—as they are in the general economy. After averaging well below year-ago levels through the first three months of this year, lunch patronage equaled year-earlier levels in April–May, which is consistent with gains in total employment. Dinner patronage, on the other hand, averaged below year-ago levels in both April and May.

—Susan Mills

Percent of adults who were foodservice patrons on a typical day

Meal period	March–May 1990	January–February 1991	March–May 1991
Breakfast	6%	5%	7%
Lunch	29	24	28
Dinner	26	22	23
Snack	6	4	6

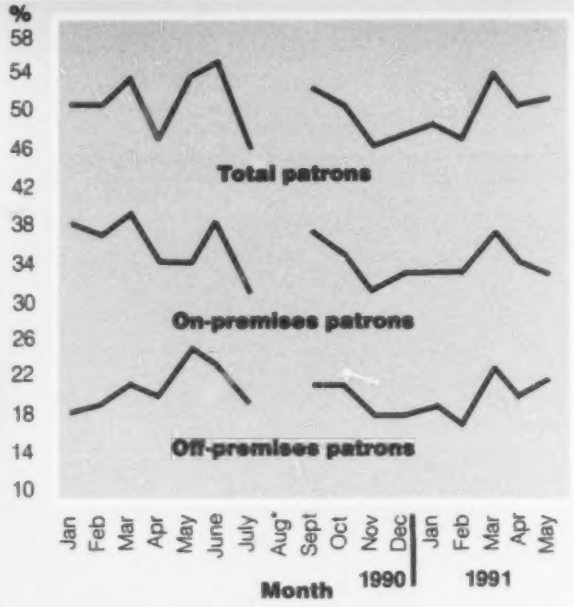
Source: National Restaurant Association Gallup Survey

Percent of adults who were foodservice patrons on a typical day

	March–May 1990	January–February 1991	March–May 1991
Male	57%	50%	55%
Female	46	46	48
Age			
18 to 24 years old	67	62	64
25 to 34 years old	58	54	55
35 to 44 years old	56	48	52
45 to 54 years old	48	44	51
55 to 64 years old	41	40	47
65 years old and older	30	34	36
Annual household income			
$40,000 or more	57	54	59
$20,000 to $39,999	55	44	50
Less than $20,000	44	44	46
Region			
East	50	50	48
Midwest	51	42	54
South	51	48	53
West	53	50	50

Source: National Restaurant Association Gallup Survey

Percent of adults who were foodservice patrons



*No Market Measure was fielded in August 1990.

Source: National Restaurant Association Gallup Survey

Foodservice Market Measure

The Foodservice Market Measure is based on 1,000 telephone interviews, conducted by the Gallup Organization each month, with a nationally representative sample of adults age 18 and older. Each person is asked the same questions:

1. Which of the following did you do yesterday?

☐ Ate on the premises of a restaurant, fast food place, cafeteria or any other place where you purchased a meal or snack.

☐ Purchased takeout food "to go" or had it delivered.

2. Was the food you ate on premises yesterday for breakfast, lunch, dinner or a snack?

3. Was the takeout food you purchased or had delivered for breakfast, lunch, dinner or a snack?

The monthly tracking of purchases is supplemented by quarterly inquiries on topics of industry interest.

1 NEW ENGLAND

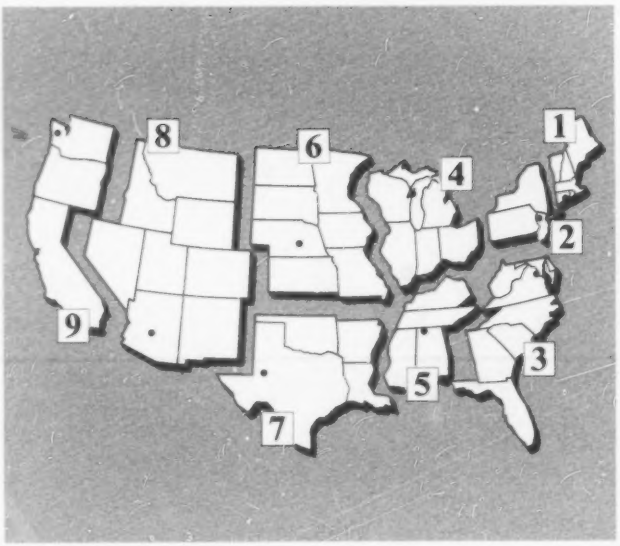
Location: New London, CT
Association member: Sheldon Goldstein
Operation: Goldy's Family Restaurant
Profile: Family restaurant
In business: 10 years
Seats: 200
Meals served: Breakfast, lunch, dinner

"For the past 10 years, we thought this area was recession-proof," says Goldy's Family Restaurant owner **Sheldon Goldstein.** "But now defense cutbacks have hurt." Goldy's is located in defense-industry-oriented New London, Connecticut, not far from the U.S. Naval Submarine Base in Groton. Most of the restaurant's customers are what Goldstein describes as "local, hard-core regulars" who have continued to come to Goldy's despite the recent recession. But even though they still come in, they are not spending as much. They order moderately priced entrees without side dishes or have pre-dinner cocktails at home. Credit-card use is also down. Goldstein hopes that business will break loose with the summer tourist season.

Specials at Goldy's include prime rib, lobster and other seafood, and Delmonico steak. In order to compete with restaurants in the area, Goldstein invests in advertising on local cable television, in newspapers and on billboards.

2 MID-ATLANTIC

Location: Belvidere, NJ
Association member: Michael Moyer
Operation: Thisilldous Eatery & Ice Cream Parlor



Profile: Family restaurant and ice cream parlor
In business: 8 years
Seats: 49
Meals served: Breakfast, lunch, dinner, sweet treats

Owner **Michael Moyer** says he never expected to get rich quick with his Thisilldous Eatery & Ice Cream Parlor. Located in bucolic northwestern New Jersey, on the Delaware River, the town of Belvidere boasts only 2,200 inhabitants. With the 1980s building boom over, Moyer says the town's economy is "pretty mellow."

Moyer says that the best way to attract local customers is to keep prices down. For instance, the breakfast special of two eggs, homefries, toast and coffee costs only $1.80, and specialty sundaes such as the Thisilldous Belt-Bustin' Side-Splitter are priced between $2.15 and $4.99.

The restaurant's name is derived from a similar restaurant that Moyer visited in Ireland. The story goes that a famous Irish chef became tired of being shuffled around to different locations, so he bought a house in rural Ireland, renovated it, and declared "This 'ill do us!"

3 SOUTH ATLANTIC

Location: Triangle, VA
Association member: Richard T. Spooner
Operation: The Globe & Laurel Restaurant
Profile: Fullservice restaurant
In business: 24 years
Seats: 62
Meals served: Lunch, dinner

Retired U.S. Marine **Major Richard T. Spooner,** owner of The Globe and Laurel Restaurant, describes his restaurant as "one of a kind." The Globe and Laurel caters to a rather specific clientele: officers from the adjacent Quantico Marine Base and FBI agents and visiting law-enforcement professionals attending the FBI Academy in Quantico.

Spooner describes The Globe and Laurel, which is named after the crest of the British Royal Marines, as a museum filled with artifacts and memorabilia from the marines of the world. This has made the restaurant a tourist attraction as well as a local haunt.

Dinner at The Globe & Laurel is fixed-price ($12.95), and it includes a relish bowl filled with fresh vegetables, French onion soup (a house specialty), garden salad and an entree. The restaurant bar stocks just one premium variety of each liquor. Although this means that costs are higher, it keeps things simple. "If you serve the best, no one can complain," says Spooner.

4 EAST NORTH CENTRAL

Location: Sister Bay, WI
Association member: Axel Al Johnson
Operation: Al Johnson's Swedish Restaurant and Butik
Profile: Family-style restaurant
In business: 43 years
Seats: 150
Meals served: Breakfast, lunch, dinner

"Business has picked up every day since May 15th," says **Al Johnson,** who co-owns the restaurant with his wife, **Ingert.** As the name suggests, Al Johnson's specializes in Scandinavian fare. Specialties include Swedish Pancakes (which may be served with lingonberries from Scandinavia), Swedish meatballs, homemade pickled herring and limpa bread—a Swedish bread with orange flavoring. The restaurant also serves cloudberries, which are only found in Scandinavia and California.

The present restaurant facility was designed by Ingert Johnson, constructed in Norway and assembled in Wisconsin in 1973. The log-cabin structure sits on traditional Scandinavian-styled grounds overlooking a pond. The roof is covered with 10,000 square feet of

grass, and from Mother's Day until November 1 (weather permitting), four to eight goats graze on the roof.

To complement the restaurant, Al Johnson's has "butiks" (Swedish for "boutique"), where one can buy men's and women's fashions and authentic Scandinavian merchandise.

5 EAST SOUTH CENTRAL

Location: Killen, AL
Association member: Nel Lopour
Operation: Outpost 72
Profile: Family-style restaurant
In business: 4 years
Seats: 100
Meals served: Lunch, dinner

Nel Lopour, manager of Outpost 72, has noticed an upswing in business this year, despite an increase in competition. The local economy picked up right after the end of the war.

Outpost 72 is a counter-service restaurant that specializes in barbecue. Catering and carryout are big sources of business, and Lopour is considering adding a drive-thru window. In addition to its fine barbecue, Outpost 72 has a bakery on premises which produces cheesecakes, pies, breads and the house specialty: "Killer Brownies."

Outpost 72, which is owned by **Sam** and **Regina Bagley,** is located in a converted log cabin and is decorated in country-rustic style. The upstairs loft is frequently used for private parties. Up front, cases display the large assortment of baked goods.

6 WEST NORTH CENTRAL

Location: Grand Island, NE
Association member: Jim Bryant
Operation: Sax's Pizza of Grand Island
Profile: Family-style pizzeria
In business: 11 years
Seats: 100
Meals served: Lunch, dinner

Business was off last winter, with the war and bitter cold, but now it's improving, says **Jim Bryant** of Sax's Pizza of Grand Island.

Delivery is a big part of Sax's business, but Bryant admits he can't compete with chains that frequently wage price wars. "I keep a graph, and by looking at it I can tell when Domino's or Pizza Hut has run a special. Business just drops off for a while," says Bryant.

To carve its own niche, Sax's has built its reputation by offering a quality pizza that goes heavy on toppings. The restaurant has developed a loyal customer base, which it strives to increase through community involvement. For instance, Sax's awards a free pizza party to the school with the highest PTA enrollment. Sax's also participates in the local Renaissance Program, which provides incentives, like free Sax's pizzas, to average students as a reward for their continuing attendance.

7 WEST SOUTH CENTRAL

Location: Midland, TX
Association members: Louis and Zelda Hochman
Operation: Luigi's
Profile: Family-style restaurant
In business: 32 years
Seats: 100
Meals served: Lunch, dinner

One of the reasons Luigi's has survived the hard times that have hit much of the West Texas oil patch is that the restaurant did not get carried away with the expansion craze in the boom years of the 1980s, says general manager **Steve Kempton.** Having been in business for 32 years, the restaurant is well known to the people in the surrounding area who make up the steady clientele.

Luigi's is a traditional Italian family-style restaurant: "real homey, no carpeting on the floor—the kind of place you can bring your kids and not worry about them spilling anything," says Kempton. The restaurant is located in downtown Midland, which makes parking tight during business hours.

Service is a key element in Luigi's success. Most of the employees are locals who have been with the restaurant for a long time—the head chef for 30 years, a prep chef for 27 years and many others for more than five years.

8 MOUNTAIN

Location: Tempe, AZ
Association member: Joe Kennedy
Operation: Vine Tavern
Profile: Tavern and eatery
In business: 4½ years
Seats: 200
Meals served: Lunch, dinner

"In the past year-and-a-half things have picked up," says **Dave Kiepe,** the manager of Vine Tavern. Kiepe describes Vine Tavern as "a large bar that serves food." Although the bar business is the mainstay, the tavern does a good food business too, serving only a few items, such as chicken wings.

Vine Tavern attracts a variety of customers. Located 10 miles from Phoenix and just around the corner from the Tempe campus of Arizona State University, the restaurant draws a large business crowd at lunchtime and for happy hour. A younger crowd, including many students, comes later in the evening. In between, a family crowd patronizes Vine Tavern for early dinner.

9 PACIFIC

Location: Quinault, WA
Association member: Michelle Morrison
Operation: Rain Forest Resort
Profile: Family restaurant and resort
In business: 20 years
Seats: 60
Meals served: Dinner

The Rain Forest Resort, owned by **Michelle** and **David Morrison,** is located in the Olympic Rain Forest in Washington State's Olympic Peninsula. "We get 140 inches of rain each year," says David Morrison.

Tourists come from Seattle, Portland and California to see the rain forest, including some of the largest spruce trees in the world, and to enjoy the water recreation on Lake Quinault. These tourists are attracted to Rain Forest Resort for its spectacular view and good food. A house specialty is salmon, which is caught locally.

Being in a rain forest has its drawbacks, too. Aside from tourism, the region's other principal industry is logging, which has recently fallen on hard times. But with the summer season here, the Rain Forest Resort expects business to pick up.

—Kathy Palumbo

PULL OUT SLOWLY

10 Easy Things *We* Can Do to *Serve* the Earth

On the reverse side, you will find the artwork for an important ecological message. The ten suggested ways of serving the Earth speak to both employees and guests. Remove the artwork from the magazine and take it to your printer. (Your printer can reduce this artwork to place mat size.) By selecting appropriate size and quality of paper, you can use the artwork to produce place mats, tray liners, posters, or even handouts. (You may want to choose recycled paper.)

If you prefer, place mats bearing this message are available in packages of 1,000 at reasonable cost from the National Restaurant Association publications department at (800)-424-5156.

Our customers are concerned about the environment. The National Restaurant Association encourages its members to show they share this concern by utilizing this artwork in a form appropriate to their operations.

10 easy things *we* can do to *Serve* the Earth

It seems that everywhere we turn these days, one group or another tells us how to SAVE the Earth. But the issues are so complex that it's often difficult to be sure which solution is correct; it's tempting to conclude that none of us individually can have much effect.

But of course, if each of us does a little, the combined effect can be striking. It's just a matter of finding those things we can do easily, and then expanding our joint efforts.

In this restaurant we are devoted to food***SERVICE***; we ***serve*** the bounty of the Earth. Now we think it's time to ***serve*** the Earth itself.

Here are 10 easy suggestions that the National Restaurant Association recommends for its members to consider. We also recommend them for our employees and customers to consider at their work and in their homes.

1 Plant a tree: Trees consume large amounts of carbon dioxide, a major "greenhouse gas"; trees also provide shade, evaporative cooling, and a pleasing appearance. If you're not sure how to go about it, contact your local forestry service, horticultural society or nursery.

2 Conserve water: Save water for important uses, such as sustaining trees or cooking. Consider installing low-flow aerators on sink faucets and shower heads, or low-flush toilets. These are easy, inexpensive ways to save thousands of gallons of water each year. Do not waste water. Fix leaky faucets. Replace leaky gaskets. Wait until you have a full load before running the laundry machine or dishwashing machine. Most important, don't allow water to run longer than needed. A household can save as much as 20,000 gallons every year with these kinds of simple controls.

3 Save energy: Modern restaurants and homes use large amounts of electricity and gas for cooking equipment, heating and air conditioning, hot water, refrigeration and so forth. Keep all equipment in good repair and well-adjusted to get the most for your energy dollar. Keep water heaters set at about 130°F. Seal doors and windows, and add extra insulation in attics and crawl spaces. Check with your utility company about energy audits that can show you even more ways to save energy and dollars.

4 Put the problem in a new light: Ask an expert about new energy-efficient lamps and fixtures. Remember to turn off lights that aren't being used.

5 Reduce trash at the source: Take a long, hard look at what you toss into the waste bin. Is there an area where you could cut back? Would buying in bulk produce less trash? Do you really need to use more than one napkin, more than one paper towel?

6 Recycle wherever you can: Check out the availability of recycling services in your community. Metals, paper, glass and plastic are all being recycled at an increasing rate. All of us can recycle more, even if we can't recycle everything.

7 Consider composting: Almost one-fifth of the total waste stream is made up of yard and garden waste — lawn clippings, leaves and similar organic material. With a little room and a little effort, this waste can be turned into soil-enriching compost for your own use, instead of taking up valuable space in landfills. Composting is easier than you might think — consult your local nursery for details on how easy it can be for you.

8 Drive sensibly and smoothly: Buy the longest-lasting, most fuel-efficient tires you can, and keep them properly inflated. Keep your vehicle well-tuned for maximum mileage and minimum emissions. Sudden starts waste fuel and increase wear and tear. Unnecessary idling wastes fuel.

9 Pick it up: A lot of the solid waste problem is really a litter problem. Don't litter, and when you see litter, pick it up and dispose of it properly! It will help beautify the community, set a good example for others and make you feel good about doing something positive!

10 Get involved: Environmental issues affect us all, so don't wait for someone else to make the important decisions. Get involved in your homeowners association, community planning bodies and local government. Speak up and let officials know how you feel, what you want and what you are willing to do to help.

NATIONAL RESTAURANT ASSOCIATION

Adapted from *50 Simple Things You Can Do To Save The Earth*, Earthworks Press, Berkeley, CA, 1989.

PULL OUT
SLOWLY

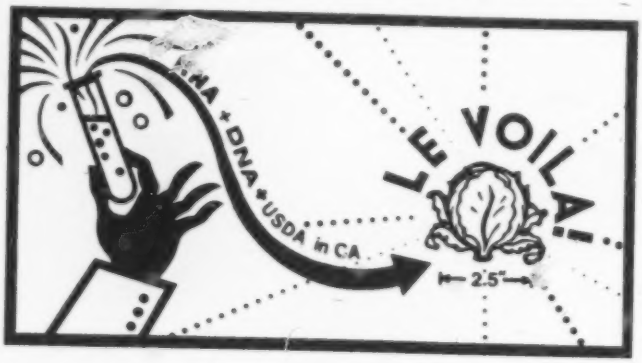
A handful of heads

As the number of single people continues to rise, retailers continue to develop new foods fit for one. Now such diminution has gone beyond packaging and prepping. With the help of genetic engineering, scientists have devised a way to grow the basis for the perfect solo salad—Midget Lettuce.

These tiny heads of iceberg lettuce are about the size of a tennis ball, only 25 percent as large as a regular head. The taste and texture remain the same. The miniheads were developed through tinkering with the dwarf gene at the USDA's Research Station in Salinas, California. The tiny 'bergs could be in markets within a couple of years.

Since a midget lettuce head could be consumed at one sitting, it could put an end to the problem of rotting leftover lettuce in restaurant refrigerators.

—Denver Post and *Wall Street Journal*



Sticking it to the pub

Patrons are bouncing *on* the walls at The Pub at the Criterion Hotel in Napier, New Zealand.

In the latest bizarre barroom sport to capture drinkers' interest, customers dressed in Velcro suits leap off a mini-trampoline and hurl themselves toward a Velcro-covered wall, hoping to stick themselves as high up on the wall as possible. So far the record height is 15 feet, which included a midair flip that landed the contestant upside down.

The wall is padded to cushion upon impact, and staff members stand ready to catch those who fail to fasten. In many cases, however, flying patrons stick so hard they have to be peeled off the wall.

—National Public Radio's "Morning Edition"

Not coming to a menu near you

In an area of China known for exotic fare such as raccoon, owl, snake and bear, the Jialu restaurant is dedicated to the culinary art of rat. Rat at Jialu comes braised, boiled or barbecued, and in soups, in stews and on skewers. It can be deep fried or flambeed. The meat, say diners, tastes fine, reminiscent of chicken or duck.

Afraid that even his open-minded customers might find rat unappealing, owner Zhang Guoxon refers to his rats as "super deer" to separate his prize catch from common sewer rats. Unlike street rats, Zhang's "deer" are free-range rodents that feed on fruits and vegetables in the wilds of the mountains.

—Wall Street Journal

Golden granny

Many retirement-aged people might find Angie Runnels' job at McDonald's of wiping tables, restocking supplies and greeting customers too strenuous. But the 91-year-old "McGranny" (as she's popularly known) says her new job as a hostess keeps her feeling younger. After only a few months on the job, Runnels, who is McDonald's oldest employee, is becoming something of a star.

Runnels works a five-hour shift on Mondays, Wednesdays and Fridays at the store near the Houston Astrodome, but her growing fame works full-time for the restaurant. At her recent 91st birthday celebration, sponsored by her friends at the restaurant, cards and gifts poured in from fellow employees and customers, many of whom return again and again to lunch with McGranny.

—Houston Chronicle

Tuesday on the town

In an effort to lure recession-weary New Yorkers and suburbanites out of their homes and back out into the nightlife, New York City has launched "Tuesday Night Out."

The weekly event is an effort by the mayor's office to boost traffic in the entertainment community by encouraging the lowering of prices on Tuesdays. Stage theaters and movie houses are already supporting the promotion, as are many parking lots and garages. Tuesday-night movie audiences, for example, pay one-third less to view a flick and $3 less to park their cars.

The mayor's office is eager for restaurateurs to join the promotion as well, and the New York State Restaurant Association encourages its members to participate by lopping 15 percent off customers' checks on Tuesday nights.

—Cooking for Profit

HOW MUCH IS THE RIGHT AMOUNT TO PAY YOUR STAFF?